

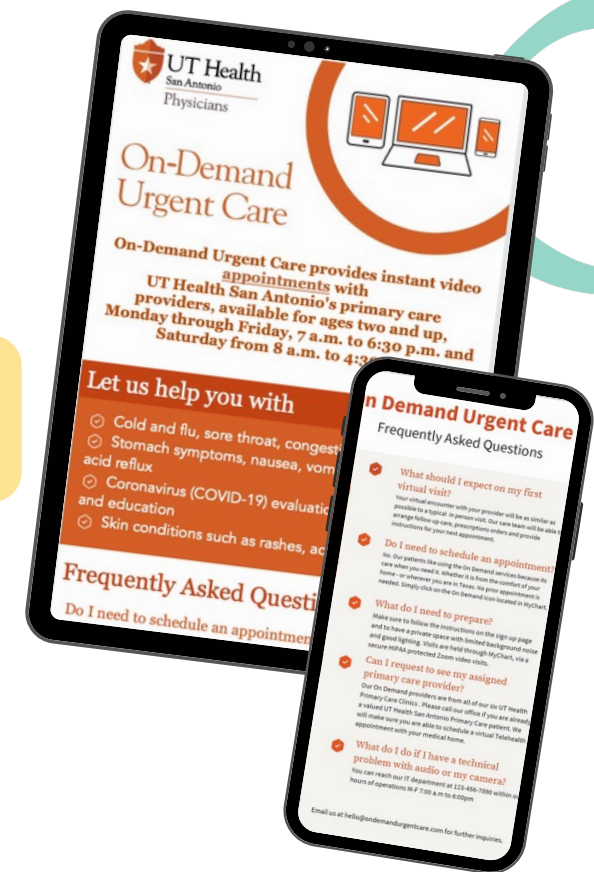
# Increasing Patient Volumes of an Urgent Care Telehealth Service During the COVID-19 Pandemic

UT Health San Antonio Health and Science Center

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# Disclosures

- None

# Learning Objectives

On completion of this session the participants should be able to:

- Utilize one strategy to increase patient volumes in the digital care delivery space.
- Understand how to analyze patient reported data from surveys and monitor patient experience metrics to create a QI project.
- Partner across departments, such as with marketing and nursing, in order to gain insight and create an effective intervention.

# Clinical Significance

In 2020, the Centers for Medicare and Medicaid Services (CMS, 2020a) released a fact sheet regarding Telehealth services with the immediate need to move to virtual healthcare services due to the COVID-19 pandemic.

## 1

- Pre-and Post-COVID-19 Telehealth Era
- CMS Telehealth waivers for reimbursement
- Digital Marketing and Social Media strategies to educate patients about Telehealth resources

## 2

## What We Know From the Evidence

### **Expert Groups that Support and Promote the Expansion of Telehealth Initiatives**

- Agency for Healthcare Research and Quality (AHQR)
- Centers for Medicare & Medicaid (CMS)
- Institute for Healthcare Innovation (IHI)\*\*
- National Consortium of Telehealth\*\*
- American Medical Association (AMA)\*\*
- American Telemedicine Association (ATA)
- Center for Connected Health Policy (CCHP)\*\*
- Texas Medical Association (TMA)
- *Deloitte | The Future of Health Report*



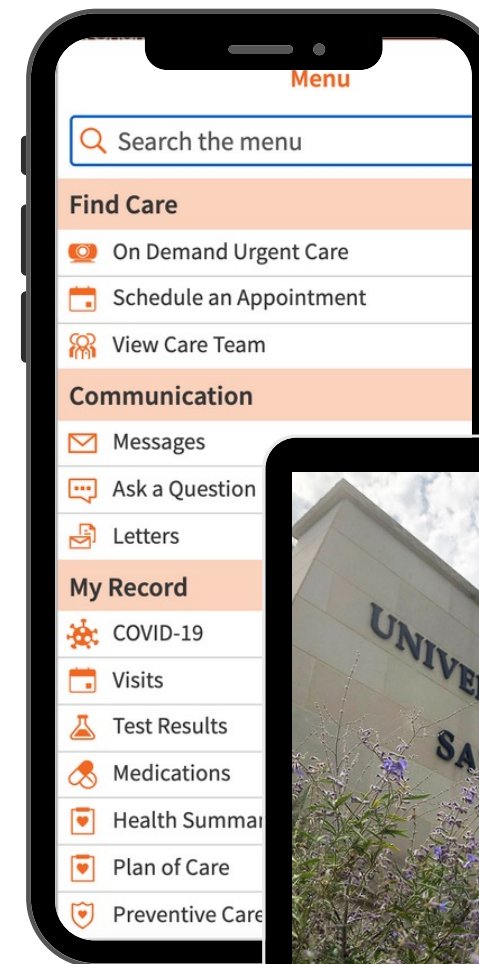
# Setting

 About the Organization

## UT Health Primary Care Centers

- 6 Clinics at multiple outpatient locations
- 52 Providers comprised of MD, DO, NP & PA's
- Part of a large academic system in San Antonio, TX
- Accountable Health Organization (ACO)
- Value-based care goals
- Pioneers in Telehealth Services
- Use EPIC as the EHR, and MyChart & Zoom to conduct telehealth services
- Launched the On Demand Urgent Care at the height of the pandemic

## On Demand Urgent Care



*\*Unknown author. Image retrieved from google images.*



# Gap Analysis

**1st Gap** - Capacity for more patient visits.

**2nd Gap** - Formal patient education campaign to increase telehealth literacy had not been done.

**3rd Gap** - Current patient experience surveys was not specific to this type of service.

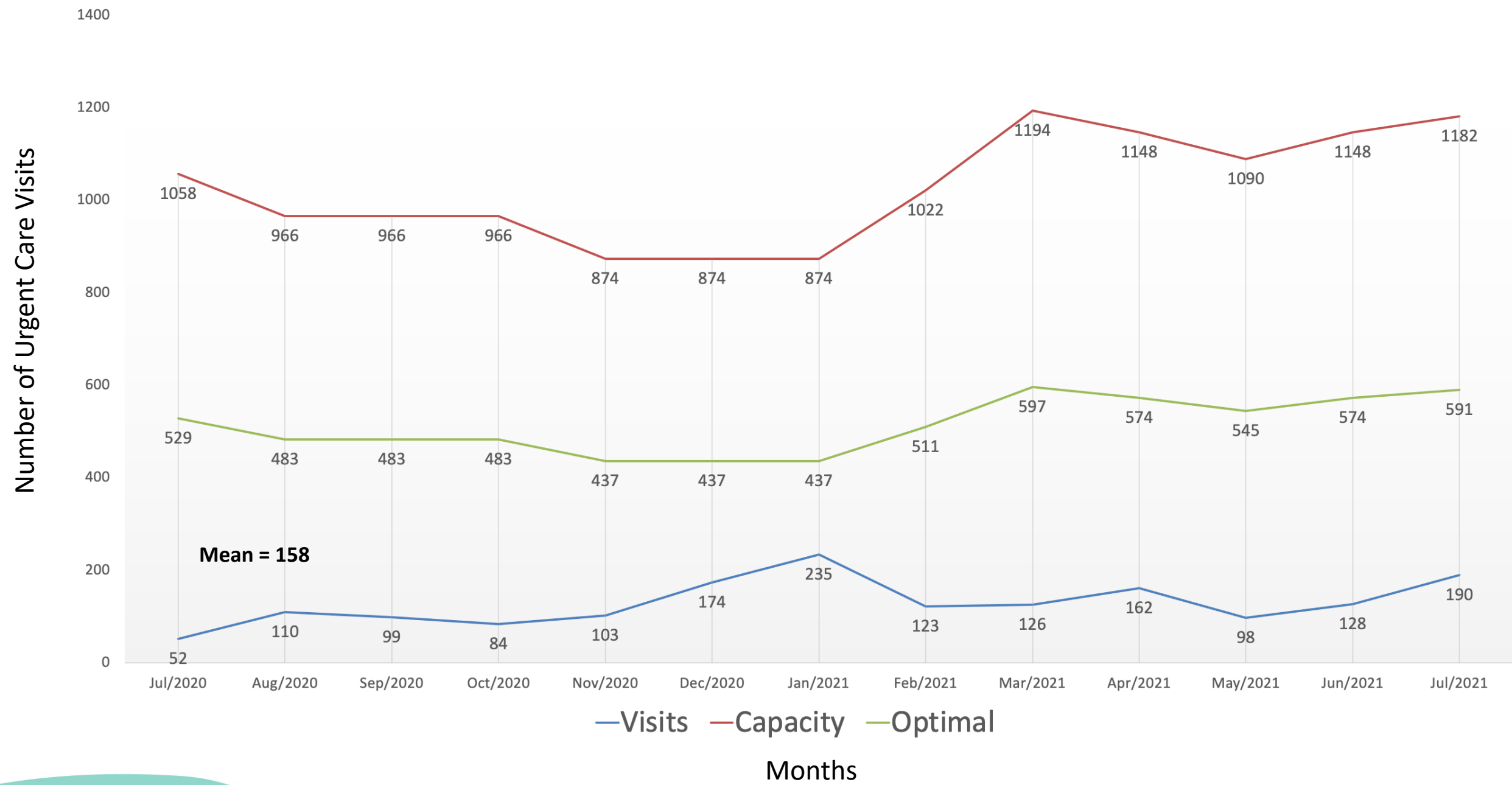
## Opportunity for Improvement

On Demand Urgent Care



# Pre-Implementation Data

On Demand Urgent Care Visits



# Our Project Team



**Gabriela  
Fabricio**

DNP, FNP, RN

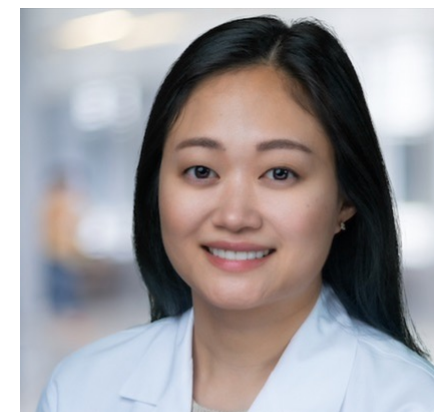
*Student and  
Project Director*



**Mary  
Salazar**

DNP, MSN, ANP

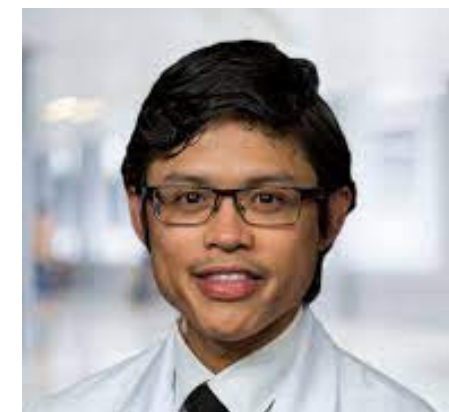
*UT Health Nursing  
Assistant Professor*



**Joyce  
Yuen**

D.O.

*Director,  
Primary Care Clinic*



**Ramon  
Cancino**

MD, MBA, MS, FAAFP

*Senior Director, UT  
Primary Care Clinics*



# Multi-Disciplinary

## CHANGE TEAM

- PCC Operations Manager
- On Demand Manager
- Marketing Supervisor
- MyChart Analyst
- Patient Satisfaction Supervisor
- Project Manager
- Project Executive Sponsor
- Physician Committee Member from site



# Project AIM

This QI project's primary outcome measure was to increase the On Demand completed patient visits by 5% (N=8) during a four-month timeframe, October 2021 to February 2022.

# Evidence Synthesis

Literature Review Summary based on PubMed, CINAHL and Cochrane Library, the common findings regarding best Telehealth engagement practices themes presented here.

## Inclusion Criteria:

- (a) English language
- (b) published within past five years
- (c) peer-reviewed
- (d) available in full-text

Patient Experience Surveys



Provider and Patient Relationship



Medical Technological Literacy\*



Telehealth is still relatively new\*

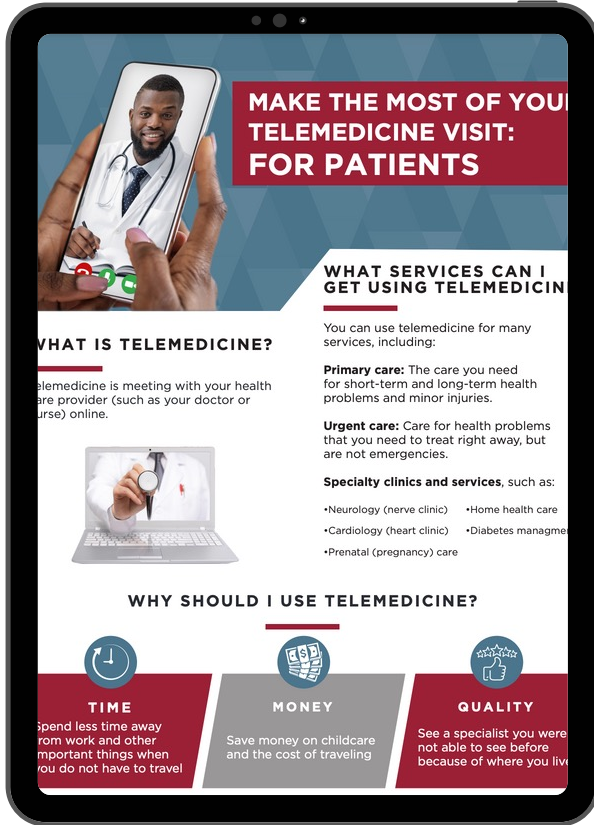
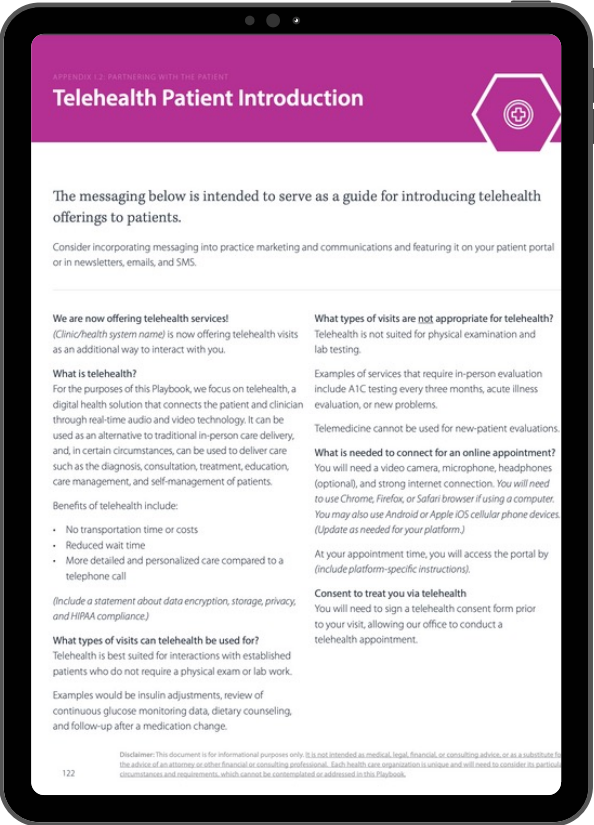


Federal government endorses and encourages its use





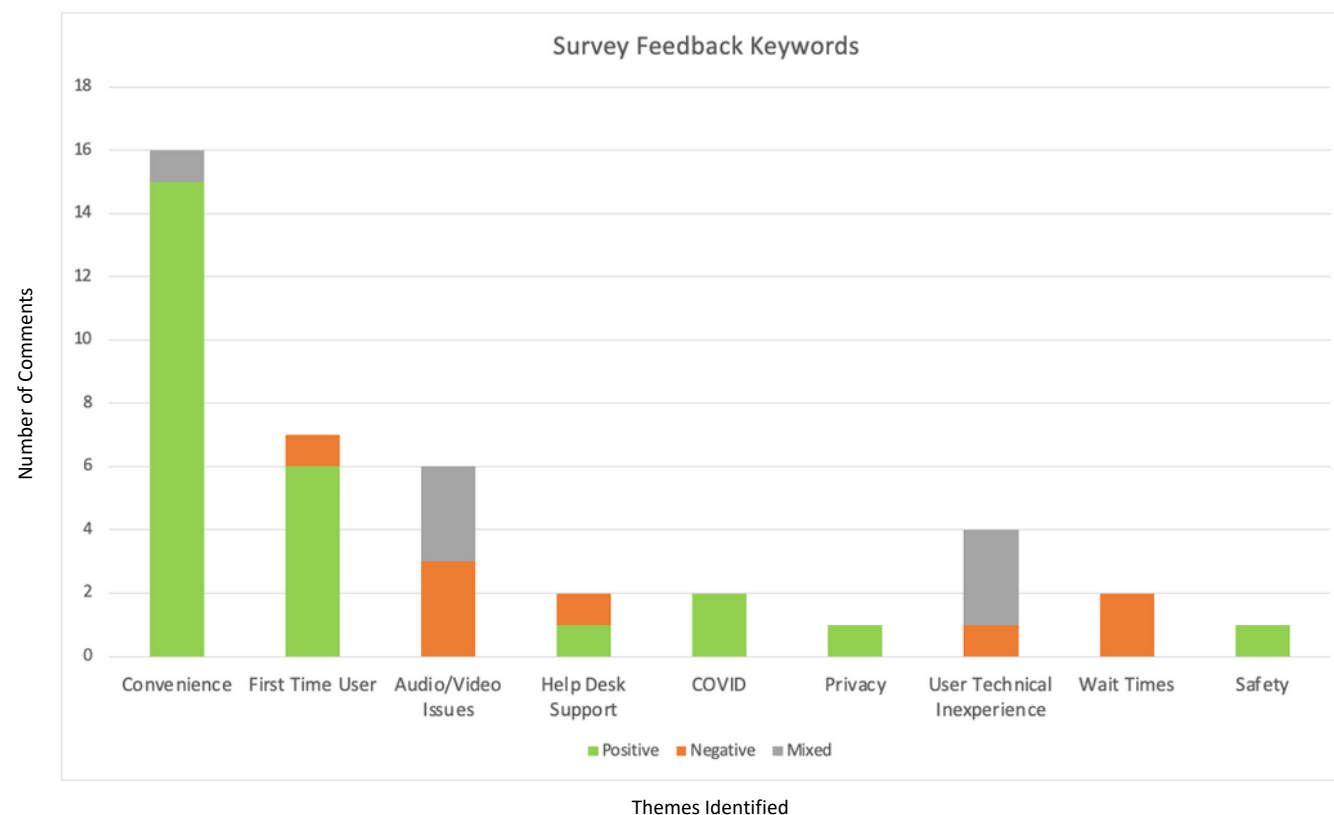
# Tools used to Guide the Project Interventions For Promoting Telehealth Services



"Telehealth Implementation Playbook, Telehealth Patient Introduction and Patient Take-Home Prep Sheet" created by the American Medical Association and the National Consortium of Telehealth Resource Centers (2021, p. 119).

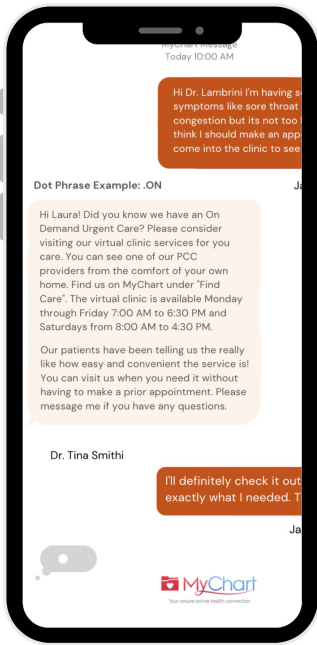
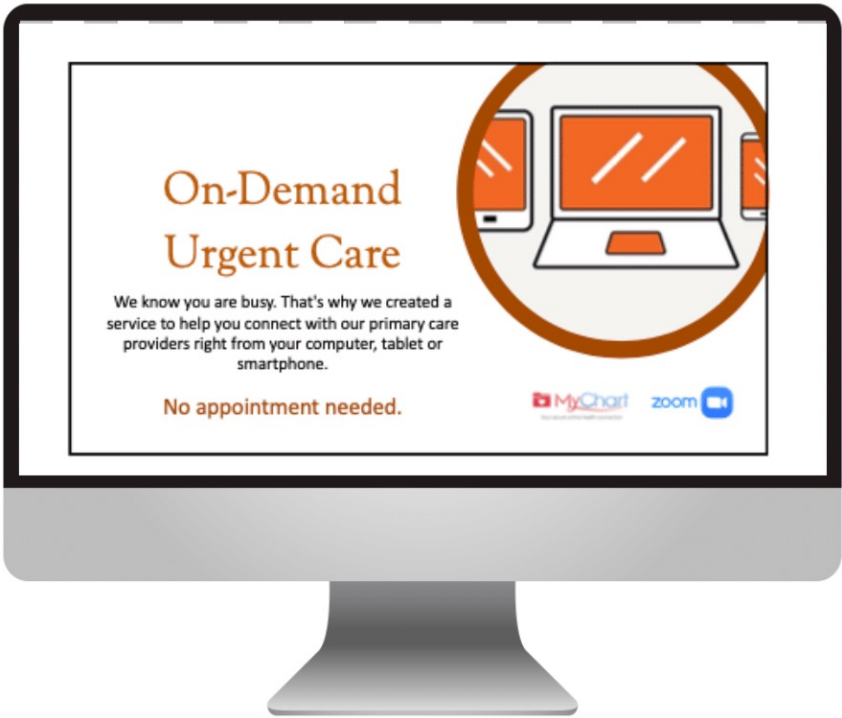
Published by the National Consortium of Telehealth Resource Centers (2021).

# Induction Analysis of Patient Experience



## Interventions & Implementation Strategies

1. Update On Demand website with current educational information based on EBP.
2. (4) Educational e-flyers about the services sent monthly via email to all PCC patients (+70K).
3. Display the On Demand information at all six PCC clinic via screensavers in exam rooms with QR codes + (1) at Main clinical building lobby.
4. Smartphrase used by staff when responding to UT PCC patients reminding them about the On Demand service line.






## On Demand Urgent Care


A service to help you stay connected to UT Health Primary Care Providers right from your phone, tablet or computer. No prior appointment needed.

Available Monday - Friday 7:00 a.m - 6:30 p.m and Saturday from 8:00 a.m - 4:30 p.m




1

Launching your visit is easy, click on your MyChart menu. Under find care link on the On Demand icon.




2

Answer a few questions regarding your visit. On Demand Urgent Care is for minor, urgent concerns that can be treated virtually.







3

Start your visit. You'll be notified via Text or Email when your provider is ready to see you virtually



4


Save time because our estimated wait times are approximately 25 minutes.



Your secure online health connection

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# On Demand Urgent Care

## Frequently Asked Questions

### WE CAN HELP YOU WITH

- Cold & Flu, sore throat, congestion
- Stomach symptoms, nausea, vomiting, diarrhea, acid reflux
- Coronavirus (COVID-19), Evaluation, information, education
- Skin conditions, rashes, acne, bumps





Your secure online health connection

Email us at [hello@ondemandurgentcare.com](mailto:hello@ondemandurgentcare.com) for further inquiries.

**What should I expect on my first virtual visit?**

Your virtual encounter with your provider will be as similar as possible to a typical in person visit. Our care team will be able to arrange follow up care, prescriptions orders and provide instructions for your next appointment.

**Do I need to schedule an appointment?**

No. Our patients like using the On Demand services because its care when you need it. Whether it is from the comfort of your home - or wherever you are in Texas. No prior appointment is needed. Simply click on the On Demand icon located in MyChart.

**What do I need to prepare?**

Make sure to follow the instructions on the sign up page and to have a private space with limited background noise and good lighting. Visits are held through MyChart, via a secure HIPAA protected Zoom video visits.

**Can I request to see my assigned primary care provider?**

Our On Demand providers are from all of our six UT Health Primary Care Clinics . Please call our office if you are already a valued UT Health San Antonio Primary Care patient. We will make sure you are able to schedule a virtual Telehealth appointment with your medical home.

**What do I do if I have a technical problem with audio or my camera?**

You can reach our IT department at 123-456-7890 within our hours of operations M-F 7:00 a.m to 6:00pm

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# Screensavers

Displayed educational material at all the PCC clinic's patient exam rooms as screensavers

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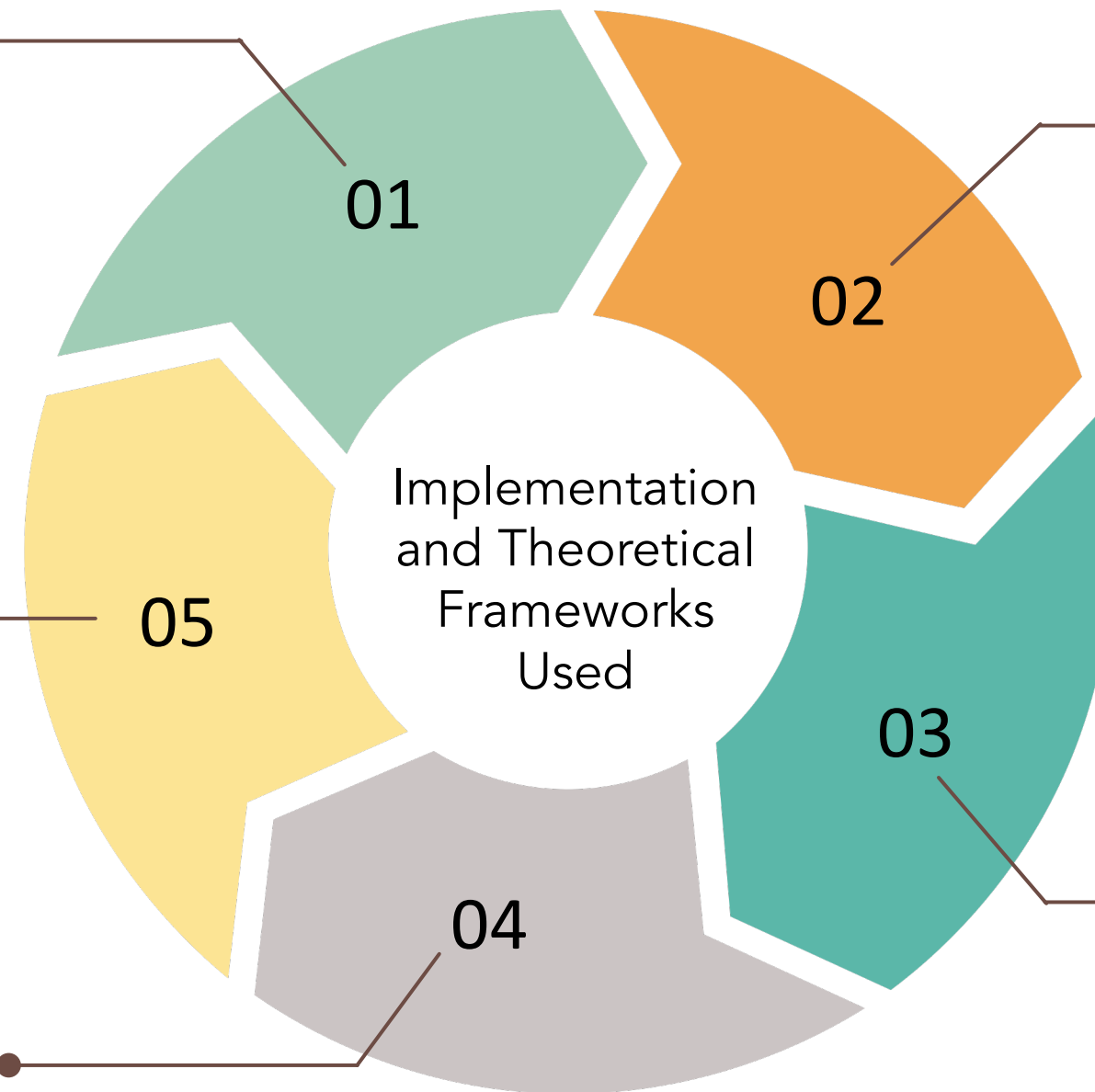
8 Steps for Leading Change by Kotter (1996), Covid-19 revision (2020) for the conceptual framework.

Plan - Do - Study - Act for guiding the implementation of the project.

Consolidated Framework for Implementation Research (CFIR).

Adult learning theory developed by Malcom Knowles (1968) guided the theoretical aspect of the content.

Ecological Model by Bronfenbrenner (Lehman et al., 2017).





## STRENGTHS

Interdisciplinary teamwork,  
EBP is supported and  
encouraged, providers and  
patients are comfortable  
using the EHR

## OPPORTUNITIES

Increase patients visits,  
increase patient literacy on  
medical services , increase  
patient experience by  
correct use and  
understanding of resources

S

W

O

T

## WEAKNESSES

Providers and staff not  
officially trained on On  
Demand services, providers  
team is not solely  
dedicated to telehealth

## THREATS

This is a new program for  
the organization, other  
clinics are dedicated to  
solely provide Telehealth  
services; reimbursement  
waivers temporary

Measures	Outcome Measures	Process Measures	Balance Measures
Frequency of Measurement Every 1-2 weeks	Number of patient volumes during February 2021 - September 2021 (pre-implementation) compared to October 2021- February 2022 (post-implementation)	Number of patients <b>exposed to promotional screens</b> tracking QR code engagement.	An increase in virtual visits surpassing the capabilities of the team and would require <b>additional providers</b> to meet demands of service.
		Number of patients exposed to educational content by tracking <b>website views</b>	
		Number of times the <b>SmartPhrase</b> was used by staff when responding to MyChart messages	

**Data Source:** ODUC manager of operations, Google analytics, EPIC and Marketing Department.

# Data Collection Tools

Description of the data collected	Key Metrics	Frequency of Measurement	Validity and Reliability
Pre-intervention patient experience analysis	<b>91 Free-text comments</b> of Press Ganey Survey. Data provided by PCC manager.	Once. 12 months of retrospective data (7/2020-7/2021)	Manual conversion of qualitative to quantitative data *human error possible; reviewed by another member of the team.
Pre-and post-implementation number of On Demand visits	Number of <b>completed visits</b> of the On Demand Urgent Care.	Pre-implementation: once Post-implementation: daily	Data request unable to be automated due to the newness; provided in emails from the Operations Manager.
Process and Balance Variables	Number of <b>metrics engagement</b> related to interventions (pageviews, QR codes). 7 variables total.	Weekly for <b>3 months</b>	Automized by <b>Google Analytics</b> . Data provided by Marketing team.

# Sustainability

The virtual On Demand Urgent Care clinic closed all operations on December 31st, 2021.

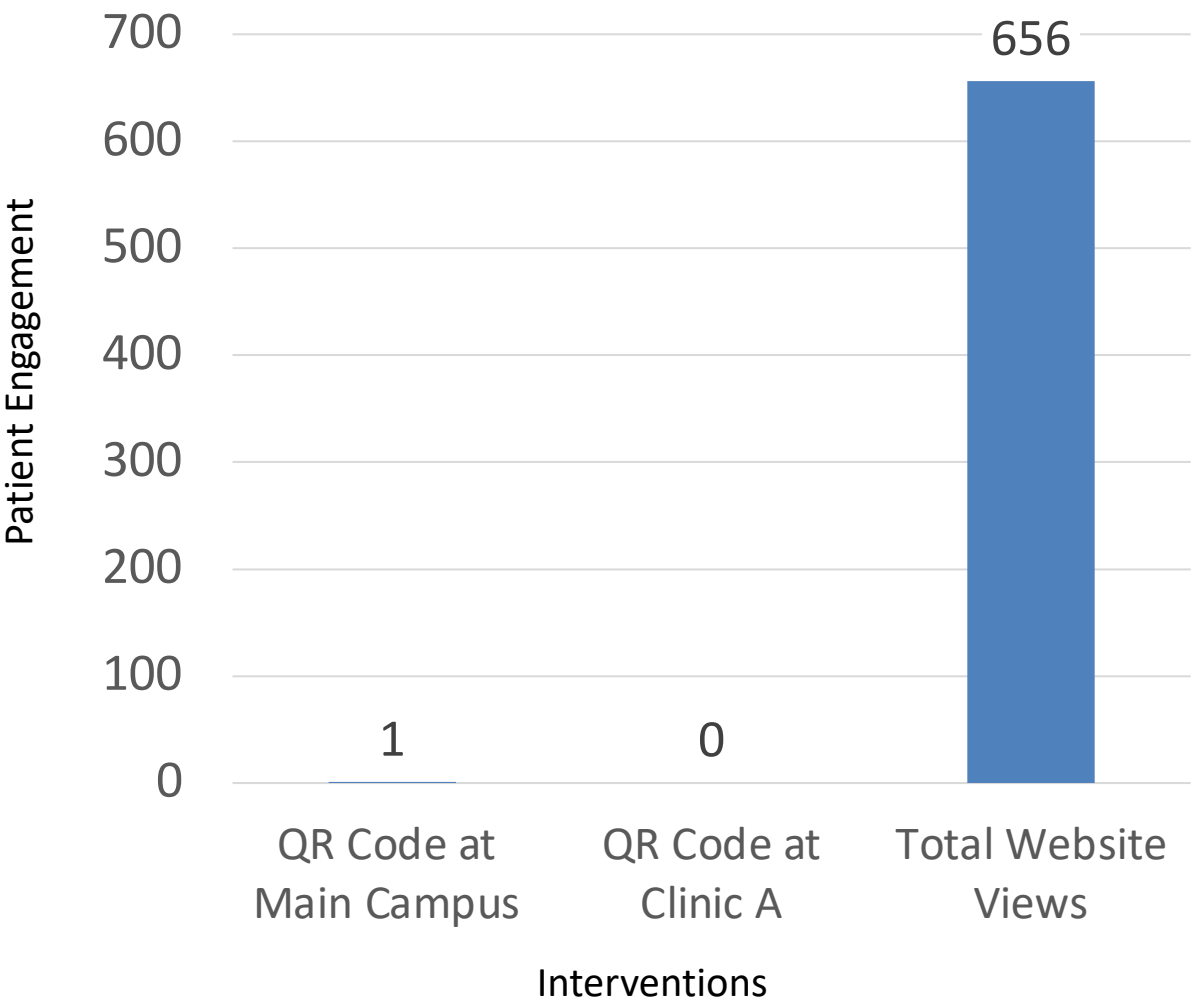
Although the clinic closed, with the Project findings the PCC team and marketing department can use the knowledge to propel new Telehealth patient education initiatives and increase virtual access to healthcare services.



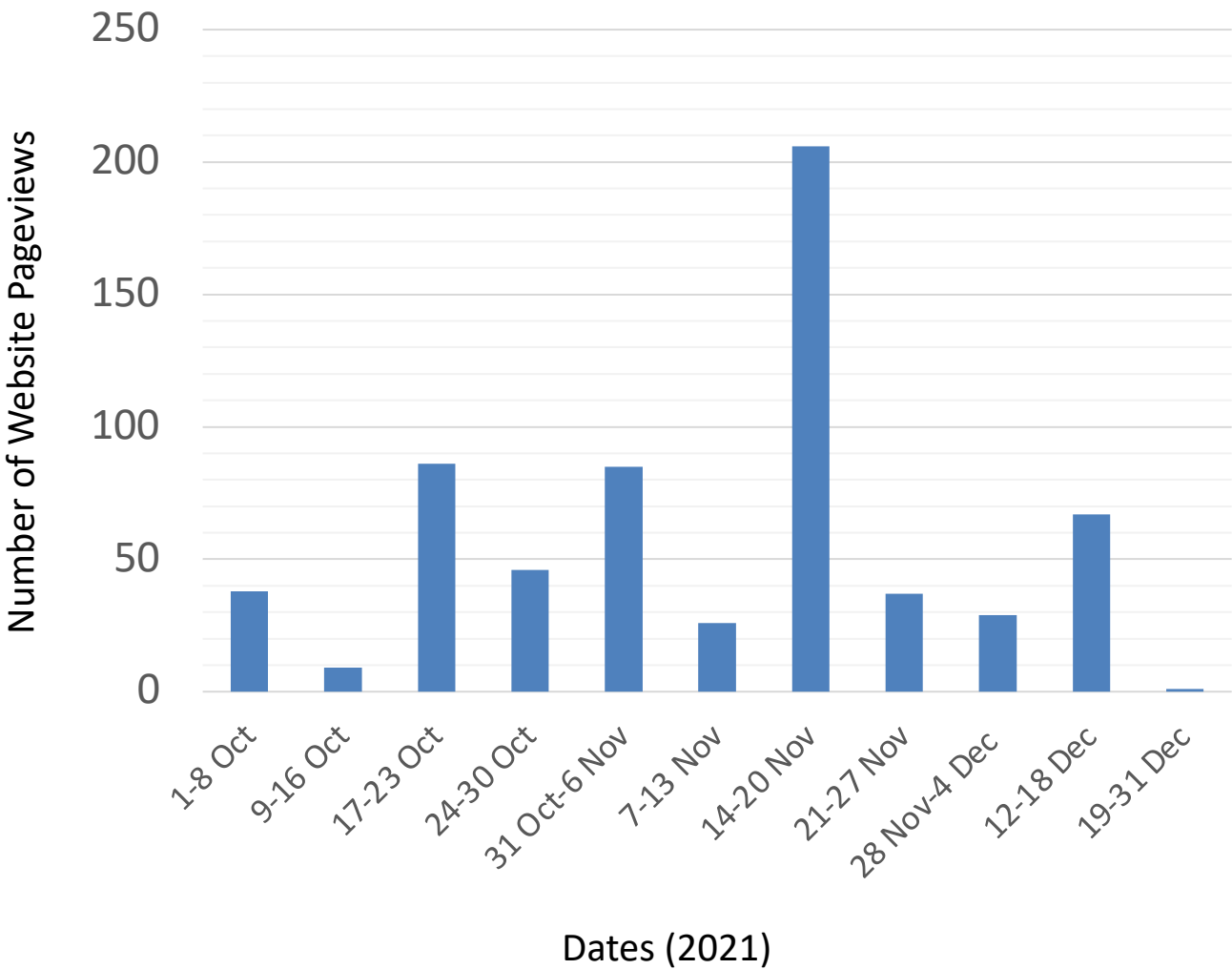
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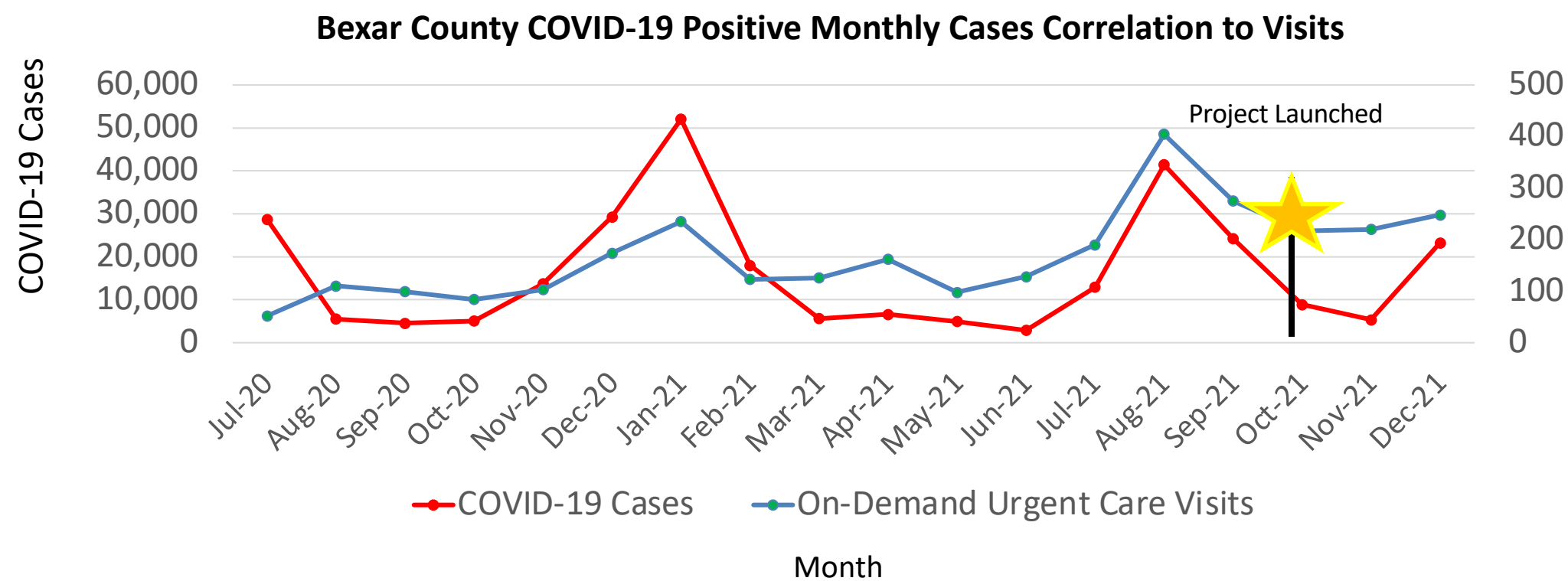
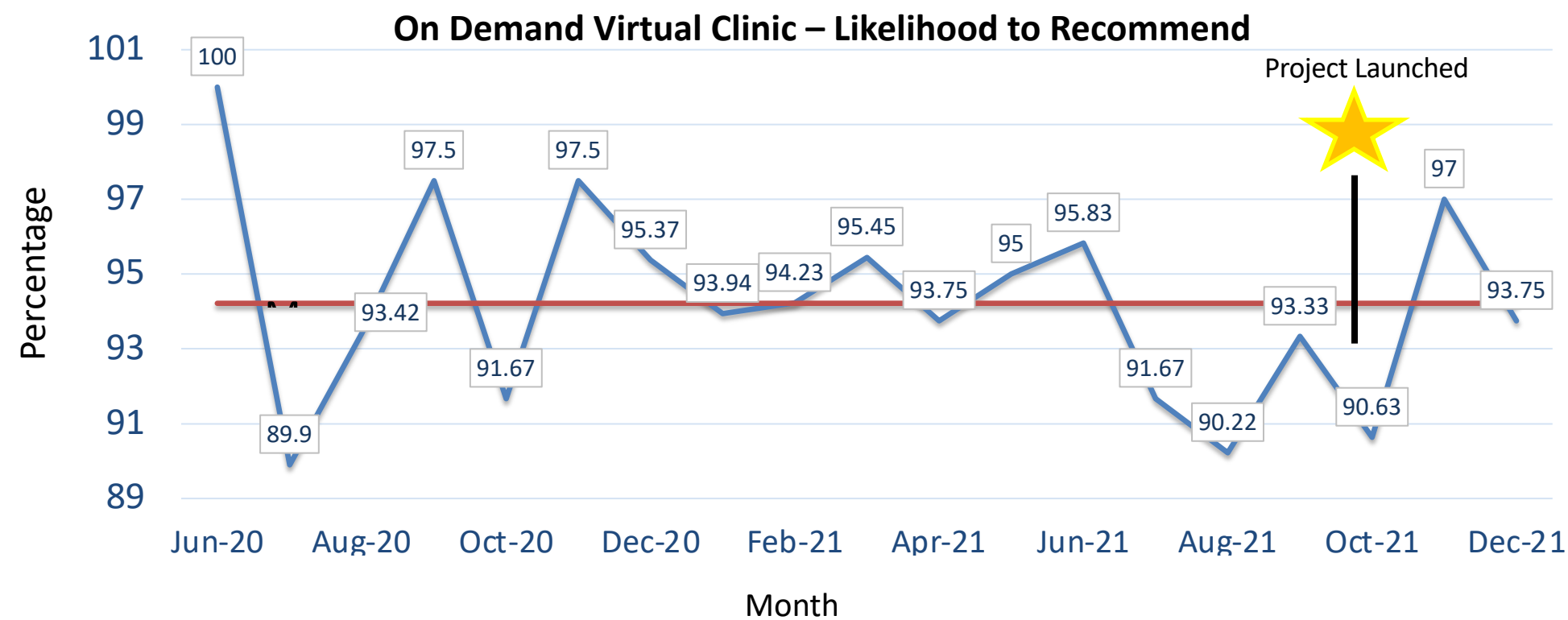
# Evaluation & Metrics

Process Intervention Outcomes



Total Amount of Website Pageviews



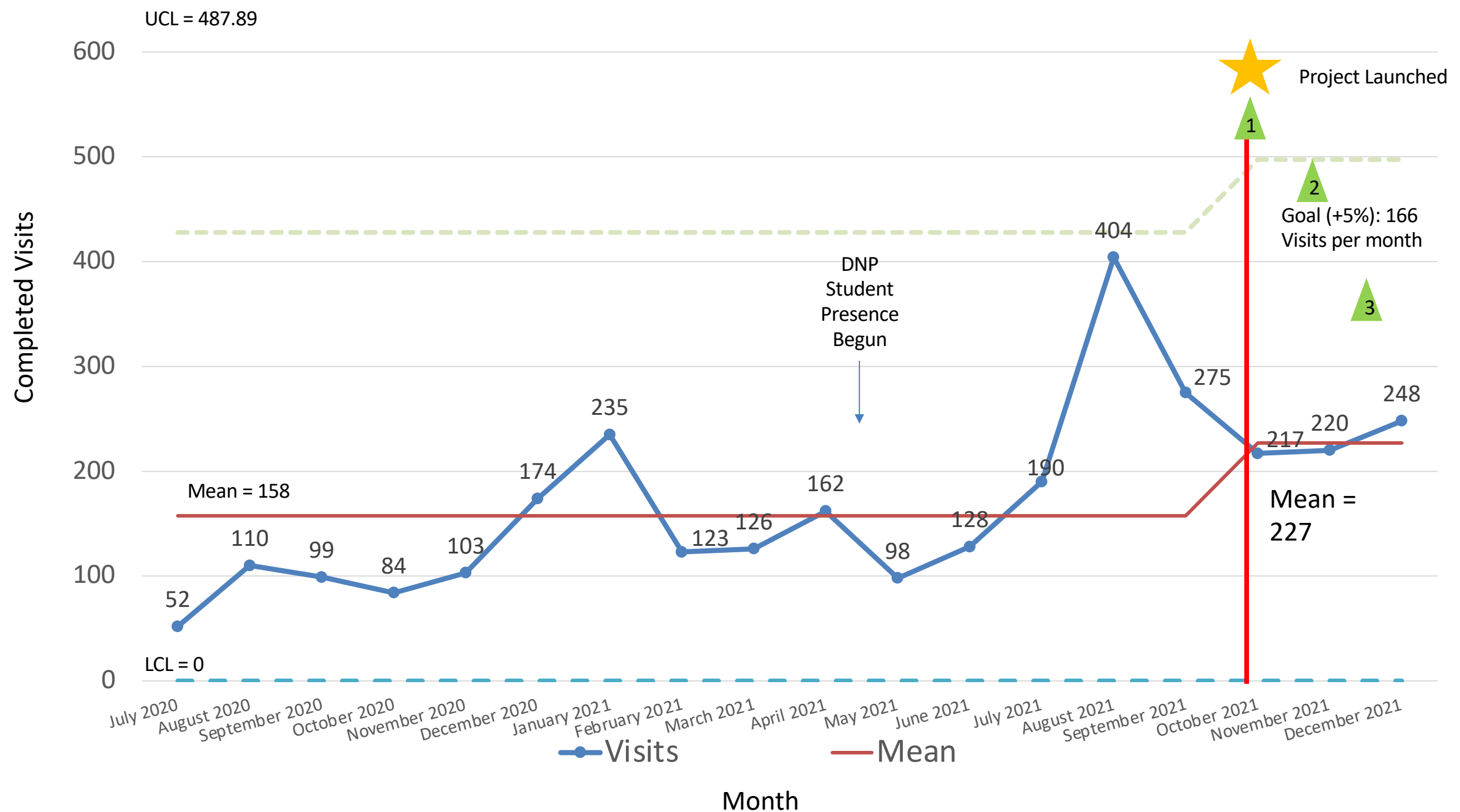


Data extracted from the Bexar county, Metro Health website in January 2022.



# Completed Visits | On Demand Urgent Care

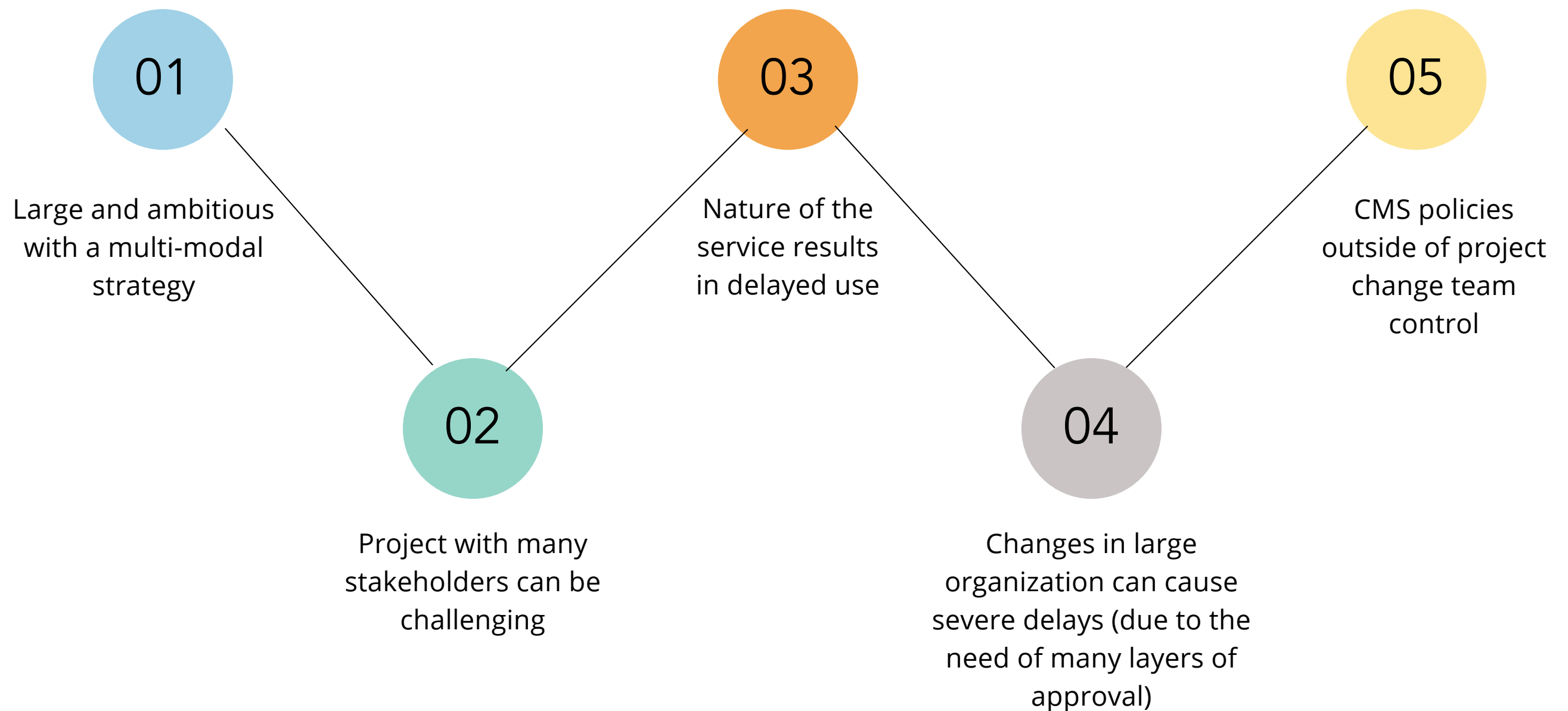
## X-Bar Control Chart





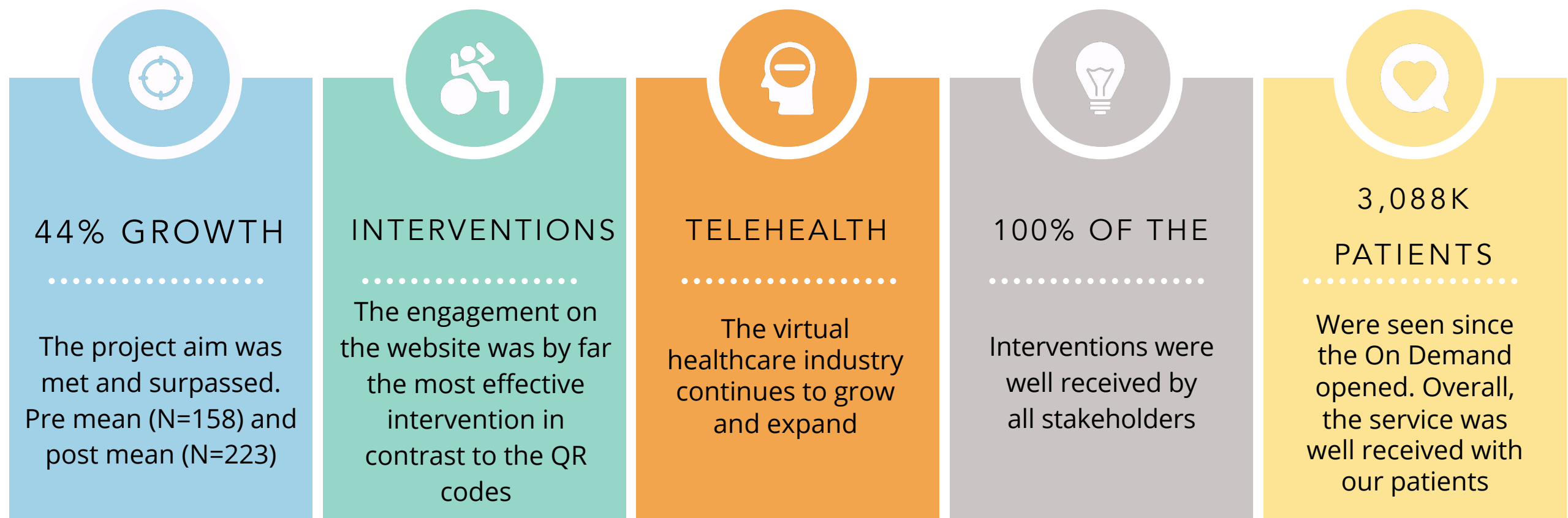
# Project Lessons:

## Limitations



# Project Lessons:

## What Went Well



# Acknowledgements

- All the On Demand patients and providers
- Gabriela Fabricio, DNP, FNP Student and Project Director
- Dr. Ramon Cancino, MD, MBA, FAAP, Project Sponsor and UTHP PCC Medical Director
- Dr. Joyce Yuen, D.O., UT PCC, Committee member and On Demand Physician
- Dr. Mary Salazar, DNP, MSN, APN-BC, Project Chair
- Crystal Rodriguez, UTHP Westover Hills Practice Supervisor and On Demand Operations Manager
- Jolyn Bragg, UTHP Senior Marketing Manager, Comm and Media & Team
- Ashley Alvarez, UTHP Marketing Specialist
- Johnna Nerios, Director, Practice Operations and UTHP ADM Patient Services
- JoAnn Rios, UTHP Hill Country PCC Practice Manager
- Sofia Reyna, UTHP PCC Office Manager
- Alberto Perez, Statistical analysis and Project Management consultation

This project could not have been possible without all the help of this amazing multidisciplinary team!



# Thank you for your time!

## Questions?

Please email us anytime at  
[gfabricodnp@gmail.com](mailto:gfabricodnp@gmail.com)  
[yuen@uthscsa.edu](mailto:yuen@uthscsa.edu)



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