

STFM Leadership Fellowship

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Fellowship project

Developing a new outpatient clinical site for Greater Lawrence Family Health Center (GLFHC) in the Lawrence General Hospital. The new clinical site will serve as a bridge/liaison between hospital and outpatient care, so that the two organizations may improve collaboration in care transitions from the hospital Emergency Department and inpatient stays to the Health Center's patient centered medical home (PCMH).

I was responsible for leading and representing GLFHC communications and visions in the development of a collaborative agreements and activities to improve patient transitions out of the hospital medical/surgical floors and emergency department to the Health Center's PCMH.

Leadership Accomplishments

Model the way: In developing the warm hand off and discharge forms, I shared my personal values/patient stories and those from residents as to what we as clinicians felt were important components and the most viable means of communication.

Inspired a shared vision: Emergency department physicians and I were able to develop a shared vision on how to address the problem of not knowing the medical history and medications of patients through a brainstorming process. We surveyed patients as to why they use the emergency department for non-emergent complaints and from that determined how we would then educate patients.

Enabling others to act: When faced with disagreement on inter-organizational distribution of available outside funds that were based upon achieving performance metrics, I provided GLFHC leadership specific details on the significant nature of our involvement. Armed with this information, GLFHC leadership was able to better negotiate with the hospital by clearly demonstrating the specific impact of our Health Center's participation via a budgeted request for service reimbursement to achieve equitable funds distribution.

Reasons for ED utilization

- Seen more quickly
- Location easier to get to
- Always use ED for urgent care
- Changed, dropped insurance
- Thought needed test, lab, x-rays

Non-emergent complaints

- Upper respiratory tract infection
- Urinary tract infection
- Back pain
- Anxiety
- Rash

Project Status

- GLFHC clinical site is operating and supporting 5 primary care physicians and specialty clinics.
- Walk in visits are available for non-emergent complaints.
- Warm Hand offs (physician to physician documentation) are provided from the hospital floors and emergency department on GLFHC patients
- A discharge record regarding diagnosis and new medications is being provided to patients in English and Spanish
- Follow up appointments post-hospitalization are automatically booked for patients after admission.
- Patients admitted to the hospital or seen in the emergency department without a primary care physician are offered GLFHC appointments and follow up based on clinic proximity to home or patient preference.
- Emergency department patients were surveyed regarding why they chose the emergency department over their PCMH site and results shared between emergency department and PCMH
- We determined the top 5 non-emergent complaints seen in the emergency department

What are the common cold and the flu? The common cold and the flu are viral infections of the respiratory tract, which includes the throat, nose, sinuses and lungs.

How can I tell if I have a cold or the flu? The symptoms of a cold develop slowly and can include:

- Fever up to 102°F
- Runny or stuffy nose (often with green- or yellow-colored mucus)
- Sore throat
- Cough
- Sneezing
- Fatigue
- Muscle aches
- Headache
- Watery eyes

Ways to treat your cold and flu symptoms

- Get plenty of rest. Rest helps your body fight infection.
- Drink lots of fluids such as water and clear soups. Fluids help loosen mucus and prevent dehydration.
- Gargle with warm salt water a few times a day to relieve a sore throat. Throat sprays or lozenges may also help relieve the pain.
- Use saline (salt water) nose drops to help loosen mucus and moisten the tender skin in your nose.
- Avoid alcohol and stop smoking and avoid secondhand smoke.

What over-the-counter medicines can I take for a cold or the flu? Over-the-counter medicines cannot cure a cold or the flu but can help relieve some of your cold or flu symptoms. Check with your doctor before giving any medicine to children.

Benefits of seeing your doctor at the Patient Centered Medical Home

- Able to see your own doctor or a colleague of your doctor
- You are familiar with the staff and the staff know you and your story
- All of your medical information is available to the doctor seeing you
- You can have labs and imaging done there
- They can make you a follow-up appointment with your doctor
- You can receive medications from the doctor at the local pharmacy
- You can receive referrals to specialists

When should you go to the Emergency Room?

- Trouble breathing, shortness of breath, fast breathing or wheezing
- Bluish skin color
- Changes in mental state (such as confusion or disorientation) not waking up, inability to eat/drink
- Severe or persistent vomiting
- Severe or persistent vomiting

Very swollen glands in the neck or jaw and difficulty swallowing

GLFHC Locations

- 1. 138 Vermont St., (978) 686-0000
- 2. 1 Central St. (Dundee LH), (978) 683-0388
- 3. 112 Winding Way, (978) 686-3017
- 4. 100 Park St., (978) 685-1770
- 5. 203 Essex St., (978) 686-2400
- 6. 70 East St. Methuen (Dundee HPI), (978) 683-3401

PATIENT CENTERED MEDICAL HOME

TransformMED Patient-Centered Primary Care COLLABORATIVE

Lessons learned

- Leading groups without being nominally in charge.
- How to develop open lines of communication to various stakeholders who were working at the ground level, the "bird's eye view", and the overall 15,000 foot view".
- How and why vision can be multidisciplinary and multilayered and needs to be communicated and shared regularly.
- Negotiation skills are important and are facilitated by developing baseline good working relationships.

Next steps

- Further development of emotional intelligence-related skills, balancing peoples' emotions and rationality that are both important for good decision making.
- Take time to look at the personal, group, and organizational impact of decisions. Use the understanding of such to help address stakeholders when new developments occur.
- Achieving more "buy-in" by anticipating and accounting for emotional responses during a decision making process