Lane Community College Health Clinic

Program Review & Strategic Plan
2016 – 2019

Contents

Planning Process

In August 2015, Vice President Brian Kelly commissioned Ian Strauss, a local health care management consultant, to assess Lane's Health Clinic to determine a practice improvement strategy and a series of projects that would improve the workflow and working environment at the clinic. The outcome of this assessment was recommendations to:

- Develop clear strategic direction for the practice
- Develop practice management structures that clarify the expectations of staff and providers
- Improve practice workflows through technology and process improvement
- Configure the EHR (electronic health record) system and provide training to staff
- Move to an electronic billing system

During fall term 2015, Mr. Strauss continued consultation with the clinic. Although his primary focus was to address the most urgent need in getting the clinic's EHR and billing systems up and running, he also worked with clinic staff and providers to lay a foundation for its strategic plan.

The strategic planning process commenced in earnest in January 2016, with the planning team meeting bi-weekly throughout winter term. The team rounded out its planning and assessment work by referring to Council for the Advancement of Standards in Higher Education (CAS) guidelines to establish a foundation for formal CAS review in 2017.

Health Clinic Planning Team:

Jessica Begaye, John Baumann, Frankie Cocanour, Carly Deicher Policha, Lauren Dillinger, Kristina Durette, Kathy Faber, Laura Greene, Rhonda Johnson, Amanda Moore, Danielle Nichols, Haydee Romero, Aixa Stubbs, and Phyllis Temple, with planning support from Deborah Butler and Jennifer Steele.

Department Overview

The Health Clinic began providing primary care services to Lane Community College students in 1972, at the instigation of an ASLCC (Associated Students of Lane Community College) senator, John Loeber. In an article from the student newspaper, the Torch, Mr. Loeber described the "clinic's responsibility as being to make sure that no student is deprived of educational opportunity because of illness." Currently, Lane is the only community college in Oregon with a full-service health clinic.

The clinic, located on the college's main campus in Building 18, provides health care to eligible students and staff[1] when school is in session. Regular operating hours are 8am to 4:45pm on Monday, Tuesday, Wednesday and Friday, and from 10am to 4:45pm on Thursday, with a small reduction in hours during the summer term. Students taking credit courses on the main campus, all full-time staff, and some part-time staff pay a $12 fee each term, which currently provide between 45% and 80% of clinic funding, depending upon student enrollment and general fund support. There is usually no out-of-pocket cost to patients for clinic visits; other services, such as lab, are low-cost. Patients are seen for both acute and chronic health problems and preventative care. The clinic provides physicals and vaccinations for many academic programs and college service departments to include Health Professions, Early Childhood Education, and Public Safety. The clinic also provides outreach education to classes and departments and participates in emergency planning.

Mission

Lane is the community's college: We provide comprehensive, accessible, quality, learning-centered educational opportunities that promote student success.

Health Clinic Mission

The mission of the LCC Health Clinic is:

- To provide affordable, accessible, efficient, evidence-based health care to the employees and students of Lane Community College.
- To provide holistic care in a collaborative partnership with the patient, with respect for diverse beliefs and needs, assisting the patient to make informed decisions about disease prevention and management of chronic health conditions.
- To provide education to individuals and groups to enable them to be better consumers of health care and stewards of their own health.

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[1] The clinic began providing services to Lane Community College employees in 2005.

Core Themes

The college's Core Themes reflect the essential elements of its mission and are the construct by which it assesses mission fulfillment and institutional effectiveness. The Health Clinic actively supports the college Core Themes as described below.

1. **Responsive Community Engagement**
   Health Clinic staff regularly engage with health practitioners and agencies in our community to understand the range and availability of services available; further their knowledge; develop collaborative relationships and partnerships to improve public health issues, policy and education; and to react to emerging health issues and deliver timely education to the campus community.

2. **Accessible and Equitable Learning Opportunities**
   The clinic supports access and equity by maintaining a welcome, accessible facility and providing an array of services to include consultations and referrals to healthcare providers in the community, and outreach to specific student populations with unique health needs such as student athletes and international students. Clinic staff participate in Diversity Ally and other cultural competency professional development.

3. **Quality Educational Environment**
   Health Clinic staff actively seek out and participate in appropriate training for licensure and currency in the health field, and monitor health trends in areas such as infectious disease and reproductive health care to better anticipate patient needs. The clinic regularly hosts family nurse practitioner students for training, and plans to provide cooperative education experience (a high-impact practice in student success) to students in the college's Health Professions programs in the future.

4. **Individual Student Achievement**
   The clinic removes barriers to student achievement by providing students with convenient access to health care, referring students to outside services as appropriate, and educating the campus community on the importance of health and wellness in student success.

Core Values

The Core Values of the college and the Health Clinic reflect the way in which we approach our work.

Learning
As part of the educational mission of Lane, we create a learning environment for both our patients and staff, and educate our patients to become informed and empowered health care consumers. We embrace the college's core learning outcomes: we think critically, engage diverse values, create ideas and solutions, communicate effectively, and apply learning. We are also open to partnering with other college departments for learning and teaching where appropriate.

Diversity
We provide patient-centered care in a respectful, inclusive and accessible clinic environment. We strive to make all community members feel welcome, regardless of cultural background, sexual orientation, gender identity, age, religion, class or ability. We accept individual expression and work effectively in different cultural contexts to serve the needs of our patients. For patients who may require a translator, we provide an on-demand medical translation service that offers real-time telephone translation in multiple languages.

Innovation
We are proactive, adaptable and responsive to internal and external environmental, technological and demographic changes. Clinic staff engages in regular training and consultation with community partners to ensure currency in emerging health issues.

Collaboration and Partnership
We actively engage and collaborate with individuals, organizations and groups in our internal and external communities. We minimize hierarchical divisions and work as a team to set and achieve clinic goals. We value each voice and support a dynamic, adaptable model of collaboration that makes space for all ideas and concerns. Clinic staff is empowered to ask questions and learn together at all levels. Positive feedback is given regularly for exemplary work, and constructive criticism is welcomed to improve systems and the shared work environment.

Integrity
We foster an environment of respect, fairness, honesty, transparency and accountability. Patient information security is a top priority in the clinic, and we observe all HIPAA and other applicable privacy standards. We strive for complete fee transparency by providing statements that list the actual cost of our services.

Accessibility

We support student achievement by minimizing health and wellness barriers to student learning and success. Our scheduling model provides openings with each provider every day to ensure time is available to help students with urgent health needs or illness. Our diversity efforts and translation service enhance clinic accessibility by removing communication barriers that may hinder patient care.
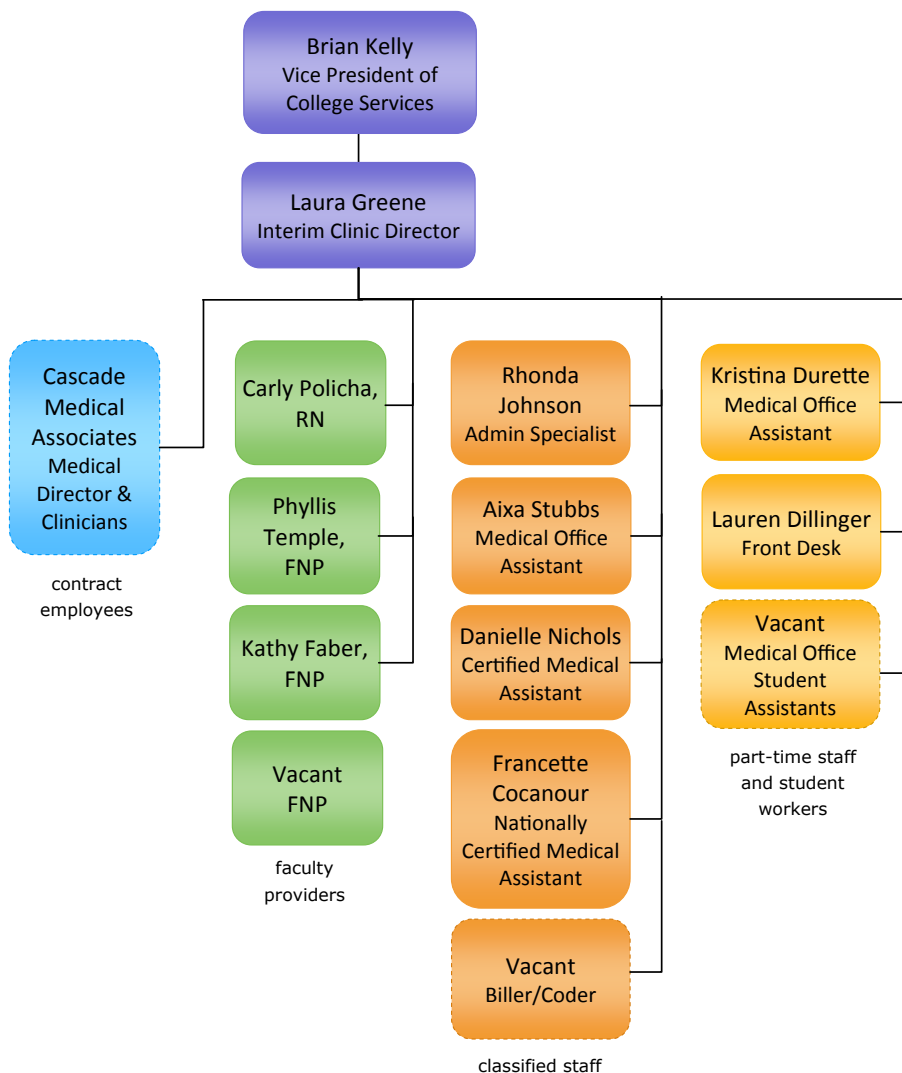
Sustainability

We provide convenient, accessible medical services for students and staff that don't require travel to a separate, off-campus location, supporting the college's commitment to sustainability and social justice. We carefully monitor inventory levels and expiration dates, and choose environmentally friendly, recycled and non-toxic and supplies wherever possible. The adoption of electronic health record management has allowed the clinic to significantly reduce reliance on printed materials and decrease consumption of paper products.

Staffing and Structure

The Health Clinic is part of College Services and is led by a clinic director. The clinic contracts with a physician group that provides medical director services and is responsible for protocols, maintains lab compliance and provides education, consultation and guidance to clinic providers and staff. The physician group also provides clinician services approximately 4 hours per week. One registered nurse and three nurse practitioners are faculty employees of the college who work on an academic calendar. Support staff include an administrative specialist, administrative office staff, medical assistants, and a new biller/coder position that has not yet been filled. As possible, the clinic employs student workers from the college's Health Professions programs; in cooperative education, work study, and Learn and Earn assignments. The clinic provides nurse practitioner student preceptorships when staffing and workload allows.

Lane Community College Health Clinic Organization Chart
September 2016

Brian Kelly
Vice President of College Services

Laura Greene
Interim Clinic Director

Cascade Medical Associates Medical Director & Clinicians

contract employees

Carly Policha, RN

Phyllis Temple, FNP

Kathy Faber, FNP

Vacant FNP

faculty providers

Rhonda Johnson
Admin Specialist

Aixa Stubbs
Medical Office Assistant

Danielle Nichols
Certified Medical Assistant

Francette Cocanour
Nationally Certified Medical Assistant

Vacant
Biller/Coder

classified staff

Kristina Durette
Medical Office Assistant

Lauren Dillinger
Front Desk

Vacant
Medical Office Student Assistants

part-time staff and student workers

Finances

The Health Clinic operates in the college's Special Revenue - Administratively Restricted Fund IX. Activities in this fund generate revenue primarily through specifically assessed tuition and fees or through other revenue-generating activities, and revenues are expected to meet or exceed expenditures.

Resources

The clinic is funded through a combination of student fees, staff payroll deductions, service fees, and general fund support. Credit students at the college pay a $12 per term Student Health Fee and Lane employees contribute $2 per paycheck ($48 per year) via payroll deduction. In spring 2014, the clinic began billing external insurance providers, which will bring a new revenue stream into the clinic for fiscal year 2016 and beyond.

The standard general fund transfer was cancelled in fiscal year 2014 as part of the annual budget balancing process. It was also withheld in fiscal years 2015 and 2016, and was reinstated for fiscal year 2017 as the clinic will have exhausted its reserves.

As shown in the table and charts below, the withheld general fund transfer, combined with the drop in college enrollment (and resultant student fee revenue) has caused a 67% decline in total resources from fiscal year 2011 to fiscal year 2015 and a significant shift to student fee revenue as the primary operating resource for the clinic.

| Health Clinic Resources	2008	2009	2010	2011	2012	2013	2014	2015	2016
Student Fees	212,602	228,968	446,316	474,096	490,536	443,928	378,492	306,408	288,936
Staff Payroll Deduction	23,329	25,992	57,226	62,556	60,848	64,754	59,108	55,424	53,362
Other Fees & Charges	127,365	144,935	126,969	174,926	152,867	138,006	102,998	59,563	73,476
Transfer from General Fund	528,384	518,477	422,164	601,566	613,622	511,424	-	15,494	33,390
Total Resources	**891,680**	**918,372**	**1,052,675**	**1,313,144**	**1,317,873**	**1,158,112**	**540,598**	**436,889**	**449,167**

Health Clinic Resources
Fiscal Year 2013

38% 6%

12%

44%
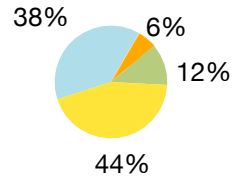
- Student Fees
- Staff Payroll Deduction
- Other Fees & Charges
- Transfer from General Fund

Health Clinic Resources
Fiscal Year 2016

12%

16%

64% 8%
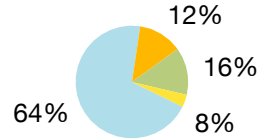
- Student Fees
- Staff Payroll Deduction
- Other Fees & Charges
- Transfer from General Fund

Expenses

The majority of clinic expenses are staff salaries and benefits, comprising 87% of total expenses in fiscal year 2016 as shown in the chart at right.

Materials and services expenses include front and back office supplies, contracted medical directors, software licenses, and training.

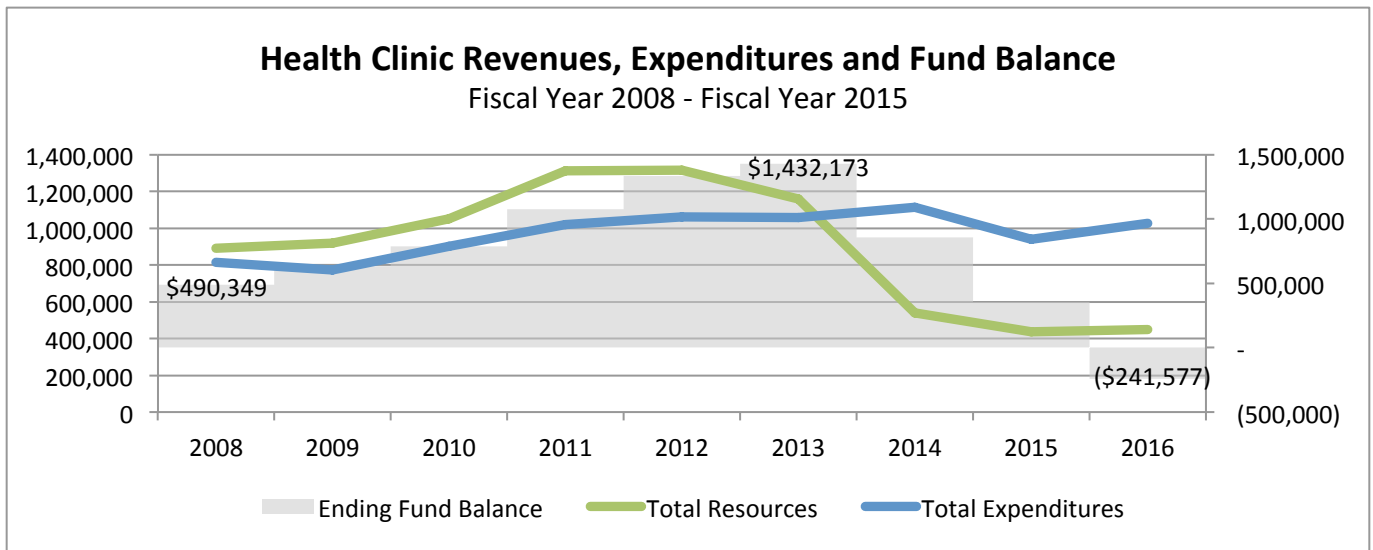**Health Clinic Expenses**
Fiscal Year 2016

31%

53% 16%
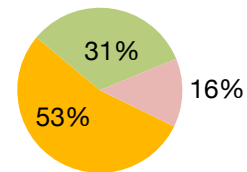
- Salaries and Wages
- OPE (Benefits)
- Materials & Services

Health Clinic Expenses	2008	2009	2010	2011	2012	2013	2014	2015	2016
Salaries and Wages	406,551	366,898	429,180	496,797	533,604	517,257	537,106	506,684	534,643
OPE (Benefits)	221,136	181,678	229,430	260,931	303,256	307,188	319,233	307,663	325,881
Materials & Services	186,458	224,804	243,077	262,994	225,534	235,544	258,393	126,586	165,293
Total Expenses	**814,145**	**773,380**	**901,687**	**1,020,722**	**1,062,394**	**1,059,989**	**1,114,732**	**940,933**	**1,025,817**

As illustrated in the table and chart below, the Health Clinic developed a surplus fund balance during the enrollment surge of 2009 to 2012. The fund balance has been spent down in subsequent years due to declining enrollment and withholding of the general fund transfer and is now in a deficit position. At the conclusion of fiscal year 2016, the fund balance is negative $241,577[2].

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Resources	891,680	918,372	1,052,675	1,313,144	1,317,873	1,158,112	540,598	436,889	449,167
Total Expenses	814,145	773,380	901,687	1,020,722	1,062,394	1,059,989	1,114,732	940,933	1,025,817
Revenue Over/ Under Expenses	77,535	144,992	150,988	292,422	255,479	98,123	(571,134)	(504,044)	(576,650)

Health Clinic Revenues, Expenditures and Fund Balance
Fiscal Year 2008 - Fiscal Year 2015

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[2] Pre-audited figures.

Environmental Analysis

Several internal and external factors have converged over the course of the past several years, providing important considerations for the planning team in establishing strategic direction for the clinic.

- College enrollment will have declined nearly 40% from its peak in 2012, and hit a historic low of 9,250 full-time-equivalent students in fiscal year 2016. This trend impacts both clinic revenue and the student patient population. It also creates a strain on the college's general fund revenue, both in tuition and fees and enrollment-based state reimbursement.

- The clinic moved from paper charting to NextGen, an electronic health records system in April 2014, with limited set up support and staff training. Significant effort was made in fall 2015 to optimally configure the system and train staff and providers.

- There have been three leadership changes and significant staffing turnover and restructuring over the past two years.

- The Affordable Care Act of 2010 provides new health care options to Lane students and staff who previously did not have health insurance, and also created new and evolving regulations for the clinic.

- Due in part to budget-related reductions in mental health services in Lane County over the past several years, the clinic has noted a significant need for accessible behavioral health resources. Few community resources are available for patient referral in relation to the number of patients with unmet behavioral health needs. Additional social and economic needs facing a number of the clinic's patients include food scarcity and housing insecurity.

SOAR Analysis

The planning team conducted a SOAR (strengths, opportunities, aspirations, results) analysis to develop strategic directions through appreciative inquiry. As opposed to the more commonly-known SWOT (strengths, weaknesses, opportunities, threats) analytical framework, the focus with SOAR is on identifying and building upon the strengths of an organization. The results of the SOAR discussion and analysis are summarized in the table below.

Strategic Inquiry	**Strengths** *What are we doing well?* *What are our greatest assets?* • Caring, collaborative team-oriented culture • Openness for change • Positive patient relations • Array of services • Staff and provider initiative (willing to go "above and beyond") • Convenient, accessible, clean, orderly and well-stocked facility • Campus community support	**Opportunities** *What are the best opportunities for success?* *How can we build upon our strengths?* • Expanded outreach • Marketing and communications • Greater collaboration with Health Professions, Cooperative Education, and Employee Wellness Program • Enhanced public health education • Improved data collection and reporting • Improved workflow; efficient operations • Financial stabilization and sustainability
Appreciative Intent	**Aspirations** *To what do we aspire?* *What is our preferred future?* • Great experience for patients and staff • Increased awareness: Health Clinic services, public health issues, community resources • A collaborative care model with resources for behavioral health • Student mentorship • Clear and efficient workflow • Access to and understanding of data to inform planning and decision-making • Reliable practice management and HIPPA compliance	**Results** *What do we want to be known for?* *What are our measurable results?* • Full utilization (patient visits) • Holistic care model • Efficiencies through technology, training and workflow • Staff development • Quarterly reporting and review of key performance indicators • Revenues meeting or exceeding expenditures

Modified from AI Practitioner August 13, 2015 Stavros: The Generative Nature of SOAR

Strategies for 2016 – 2019

Improve Workflow
- Realize more efficient operations by refining processes to eliminate redundancy and unnecessary work, and reduce staff and patient frustration.
- Respond to NextGen workflow changes without compromising clinical flow and safety by clearly defining functional roles and improving communication among staff, both at meetings and as problems arise in daily operations.
- Enhance and refine patient tracking and check-in process.
- Optimize NextGen data collection to gather information and utilize reporting tools while minimizing clinical flow disruption.

Outcomes:
- Cross-train staff for front office & medical assistant work.
- Improve intake procedures to reduce initial intake from 20 to 30 minutes to 10-15 minutes.

Care Coordination
- Strive for continuity of care for clinic patients by providing referrals when necessary. Develop and deepen connection with internal partners (TRIO, ECCO, CAR, Counseling Center, etc.) and outside organizations (Lane County Public Health, PeaceHealth, community practitioners, etc.) to provide informed referral to patients in cases where additional resources are needed.
- Seek out ways to improve access to needed social services for campus community. Participate in conversations and problem-solving surrounding behavioral health, food scarcity, and other social and economic challenges facing members of the campus community.
- Explore potential roles and placement of skilled volunteers and/or paid staff in the clinic to assist with behavioral health, social services and other needs.

Outcomes:
- Create new partnerships to ensure best available information about community services available to patients.
- Build existing relationships to improve relations with providers who may be willing to assist patients with referral needs.

Practice Management
- Continue to develop written policies and procedures for the Health Clinic.

Outcome:
- Establish a single source for clinic's written policies and procedures.

Leveraging Technology
- Complete NextGen templates to optimize functionality and data collection.

- Facilitate development of Banner expertise and understanding for assigned staff through Banner training and regular financial reporting. Familiarize staff with available reports and financial data to facilitate ongoing communication about budget challenges and strategies.
- Address network lag problem in partnership with IT to remove barrier to efficient clinic workflow.
- Proactively manage patient information security, from check-in process to treatment to long-term filing systems. Monitor and comply with HIPAA and other applicable regulations.

Outcomes:
- Utilize NextGen more efficiently in order to see more patients in less time.
- Commit to NextGen training by continuing weekly meetings and supplemental training sessions when possible.
- Research use of dictation products (like Google Voice) and NextGen dictation plugin to determine whether they would be likely to raise productivity.
- Reach a level of staff and patient satisfaction with NextGen use in order to see more patients in less time.
- Set up intranet and interface to efficiently store and access shared clinic knowledge.
- Activate NextGen patient tracking and patient portal.
- Optimize NextGen data collection to gather information and utilize reporting tools while minimizing clinical flow disruption.
- Troubleshoot use of MyLane and Banner in relation to patient contact information and financial reporting.

Student Learning and Laboratory
- Incorporate learning activities into clinic operations through discussions about co-op placements, mentorship and preceptorship with a realistic view toward workload, patient care quality and clinic's alignment with the college's mission and core themes.
  Outcomes:
- Regular placement of student workers in the Health Clinic.

Marketing and Communications
- Develop a comprehensive marketing and communications plan.
- Evaluate possible communication channels with the campus community, including OrgSync, the Torch, LCC blogs and website, professional and affinity organizations, and others as appropriate. Develop a plan for ongoing engagement, including estimated time commitments, skill requirements, and responsible parties.

Outcomes:
- Increased awareness of clinic availability and services among students and employees.

Fiscal Sustainability
- Develop multi-year financial projections with options for balancing projected revenues with expenses
- Review and update fee schedules
- Review insurance billing practices and portfolio

Outcomes:
- Financial scenarios and options report
- Updated fee schedules
- Refined list of insurance billing practices and portfolio

Key Performance Indicators

Key Performance Indicators (KPI) were developed in group planning sessions, and measure both financial and operational activity in the clinic.

Unique Patients & Patient Mix
- Number and percentage of target groups that are using clinic services.

Total Encounters
- Number of patient visits

New Patients
- The number of first-time visits

Average Receivables

Revenue Over/Under Expenditures
- Total revenue (including general fund transfers) less total expenses. Should be greater than or equal to zero

Medical Cost per Visit
- Total provider and medical supply expenses divided by total encounters (visits)

Student Training Opportunities
- LCC Health Professions students
- Family nurse practitioner preceptorships

Patient Satisfaction

Implementation Planning and Progress Reporting

At the September 21, 2016 Health Clinic retreat, staff will develop implementation timelines and work groups for 2016-2019 strategies.

Progress reports will be submitted annually.