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## Case Studies of Patient and Family-Centered Primary Care Practices

### The Commonwealth Fund

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## Purpose of Study

- To identify and document organizational practices and other factors that contribute to high levels of patient and family-centered care at the medical group and practice site level.



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## Background

- Public reporting of practice and physician-level data becoming more common.
- Primary care is in crisis in the US
- Practices – large and small – are struggling to maintain and improve quality on all fronts.



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## Study Objectives

- Document the factors related to organizational structure, leadership, information technology, processes, and other strategies and interventions that contribute to achieving high levels of patient and family-centeredness in primary care.
- Demonstrate the feasibility of providing high quality patient and family-centered care
- Disseminate the case study findings to help spread effective patient and family-centered primary care strategies throughout the health care system.



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## Project Design

- **Major project tasks and brief overview of methods**
  - Developed conceptual framework
  - Identified and recruited sites
    - Small
    - Medium
    - Large
  - Developed site visit protocol and interview guides
  - Conducted site visits
  - Developed summary of findings
  - Paper, case studies and summary of findings
  - Incorporate case study findings into *The CAHPS Improvement Guide*



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## Findings

- Primary care training experiences
  - Community-based primary care training
  - National Health Service Corps
  - Mentoring
- Organizational Culture
  - Excellent leadership
  - Flat hierarchies
  - Emphasis on teamwork and communication
  - "Family" environment



## Findings

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- HR practices
  - Longevity of staff/RN/MD
  - Careful recruitment of physicians
  - Careful recruitment of other staff
  - Orientation and training
  - Reward and recognition programs
- Technology
- Patient involvement
  - Informal vs. formal



## Findings

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- Practice models/Physical Design
  - Staffing patterns
    - MA/RN/MD relationships
    - Triage functions
  - Ease of communication
  - Collegiality and emotional support for staff and clinicians
  - Patient and family-centered interventions
  - Supports team work
  - Pods
  - Patient's point of view



## Findings

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- Use of Quality Measures
  - Patient experience of care data
  - Role of system incentives
  - Internal physician-level reporting
- External Market Influences
  - Role of system incentives
  - Role of P4P
  - Public reporting



## Implications

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- Primary care training
- Technology solutions
- HR policies and practices
- Incentive programs
- Measurement strategies
- Patient/family involvement

