

Grant Outcome Report

Identifying Ways to Improve the Continuity of Care for Patients

The Problem

In ambulatory care settings, research has found that continuity of care is associated with improved patient satisfaction and lower hospitalization rates. Care coordination is essential to managing patients with chronic diseases, as well as avoiding wasteful duplication of diagnostic testing and conflicting care plans. Improved care management in primary care delivery may also lead to reduced costs to the health care system overall, which is of particular importance in the shift to value-based payments, among other innovations for cost-effective health care spending.

Hospital-sponsored ambulatory clinics and outpatient departments are a major component of the primary care delivery system in the New York metropolitan region, serving a large number of uninsured people and Medicaid enrollees. Although these facilities strive to improve continuity of care, they confront structural difficulties in doing so. New York hospital-sponsored clinics also serve as training sites for thousands of physician residents in primary care specialties, including internal medicine, pediatrics, and family medicine. Although they benefit from this training, medical residents are also a discontinuous workforce—requiring them to rotate through different departments and assignments, which in turn results in discontinuity for patients. In 2010, the New York State Health Foundation (NYSHealth) awarded a planning grant to the Greater New York Hospital Association Foundation (GNYHA Foundation) to identify ways for improving quality and continuity of care for patients while adequately training the next generation of physicians.

Grant Activities and Outcomes

GNYHA Foundation set out to plan an implementation project for improving the delivery of patient care services in hospital-sponsored teaching clinics. Under this grant, it accomplished the following activities:

- Convened hospital administrators, ambulatory care directors, and residency program directors to assess the meaning of care management in the context of ambulatory teaching sites;
- Reviewed and evaluated compliance with Accreditation Council for Graduate Medical Education accreditation requirements that impact care management;

KEY INFORMATION:

GRANTEE

Greater New York Hospital Association Foundation

GRANT TITLE

Strengthening Care Management in Hospital-based Ambulatory Teaching Sites

DATES

May 2010 – June 2011

GRANT AMOUNT

\$65,000

FUNDING

Special Projects Fund

- Identified opportunities to modify resident curriculum structures; and
- Identified the barriers to such modifications so that they can be overcome.

Based on a literature review, discussions with stakeholders, site visits, and ongoing work with a project consultant, GNYHA Foundation identified the resident scheduling format as a major hurdle to improving care coordination. To address this issue, it developed a model for improving care management in ambulatory teaching sites while maintaining compliance with residency accreditation requirements.

The Future

Building off the information gathered through this planning grant, GNYHA Foundation developed a project and multiyear work plan focused on documenting and implementing best practices in two focus areas: improving resident scheduling and increasing continuity of care through multidisciplinary clinical teamwork. In October 2011, NYSHealth awarded a follow-up grant to GNYHA Foundation to implement the project. Over the course of the follow-up grant, GNYHA Foundation worked with 15 residency programs in the State to implement the plan. GNYHA continued conversations with various stakeholders and met with hospital and medical education representatives to maintain momentum for redesigning clinic operations based on this model.



BACKGROUND INFORMATION:

ABOUT THE GRANTEE

The Greater New York Hospital Association (GNYHA) is a trade association representing nearly 300 nonprofit hospitals and continuing care facilities, both voluntary and public, in the metropolitan area and throughout New York, as well as in New Jersey, Connecticut, and Rhode Island. GNYHA provides information and support to its members in the areas of clinical operations and quality improvement strategies; regulatory and legal compliance; effective financial operations and reimbursement; communications; and cost-effective purchasing arrangements. It has the unique ability to reach out to and connect with all departments within its member organizations. The GNYHA Foundation, a tax-exempt 501(c)(3) organization, administers grant-funded projects on behalf of GNYHA.

GRANTEE CONTACT

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