Development of an Orthopaedic Acute Injury Walk-In Clinic

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Purpose: Improved access for patients to quality acute orthopaedic injury care and to remain competitive in the market with other facilities that already provide this care.

Background
- Walk-in clinics are convenient, allow for after hour care prompt specialty help, less expensive than ED care (2,3)
- enhanced both accessibility and relational continuity of care for patients (5)
- success is dependent upon building good relationships between centers and local providers (9)
- high level of job satisfaction for APP’s: autonomy, no recruitment/retention problems (1)
- Patient satisfaction and quality of care scores high for walk-in clinic (6,7)
- training and development of APP’s for walk-in clinic role is critically important (4,10)

Evaluation Strategy
- Focused interviews (Campbell Clinic, University of Washington, Private Practice Seattle)

Methods
- Monthly Leadership Taskforce Team meetings
- Faculty / APP strategy meetings
- Institutional negotiation for New APP position
- Medical group discussions re: space, additional staff for evening hours, radiology resources, marketing strategy
- Meeting with Neurology Chair to discuss collaboration

Results
- Established Faculty, APP, and staff buy-in
- Location – current orthopaedic clinic site
- Approval for New APP position, evening clinic staff, radiology and marketing resources
- 2 year Business Plan
  - Baseline avg acute visits 8.6 pts per day
  - First 5 months – 8 pts per day
  - Last 7 months – 12 pts per day
  - Reach 16 pts per day 80% of a month then negotiate second APP pos’n
- Year 1: Estimate 2,216 visits, 212 OR cases(10%) – operating margin $250,000

Discussion
- New APP pos’n recruitment and onboarding will be critical, ideal to have past experience
- Coverage of vacation/sick leave – considering hiring 2 part-time positions to allow for cross coverage
- Need to onboard small cohort of current APP’s to help support program
- Faculty willing to work longer hours for one year since they feel that the project is important but with the agreement that in house support will transition to telephone support for APP – no opt outs!
- Building an orthopaedic team based on trust and open communication with active listening is KEY!

Summary
- Acute orthopaedic walk-in clinic is a feasible business model to improve patient access and generate revenue

COVID-19 Impact
- Hiring freeze - temporary acute clinic process with current APP to see acute ED follow-ups, acute referrals, overflow of patients that cannot be seen due to social distancing rules –avg 30 patients/wk
- advantage of gaining experience, training provider, increase access, and back up, recent approval to hire APP position despite hiring freeze

References

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