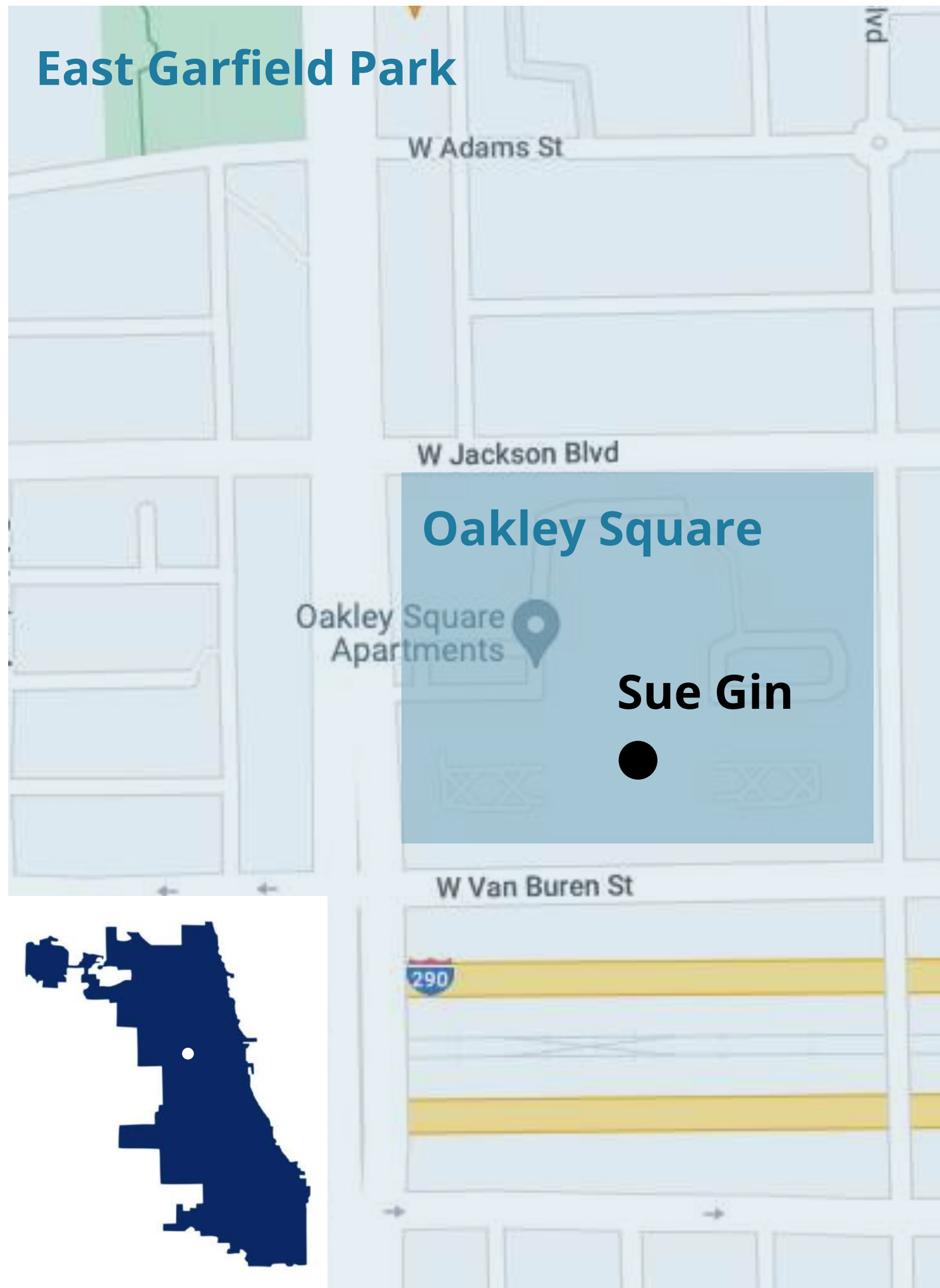


Community-Effective Primary Care

Research summary report

Understand the context

Community context



Sue Gin Health Center is located within the Oakley Square apartment complex in Chicago's Near West Side.

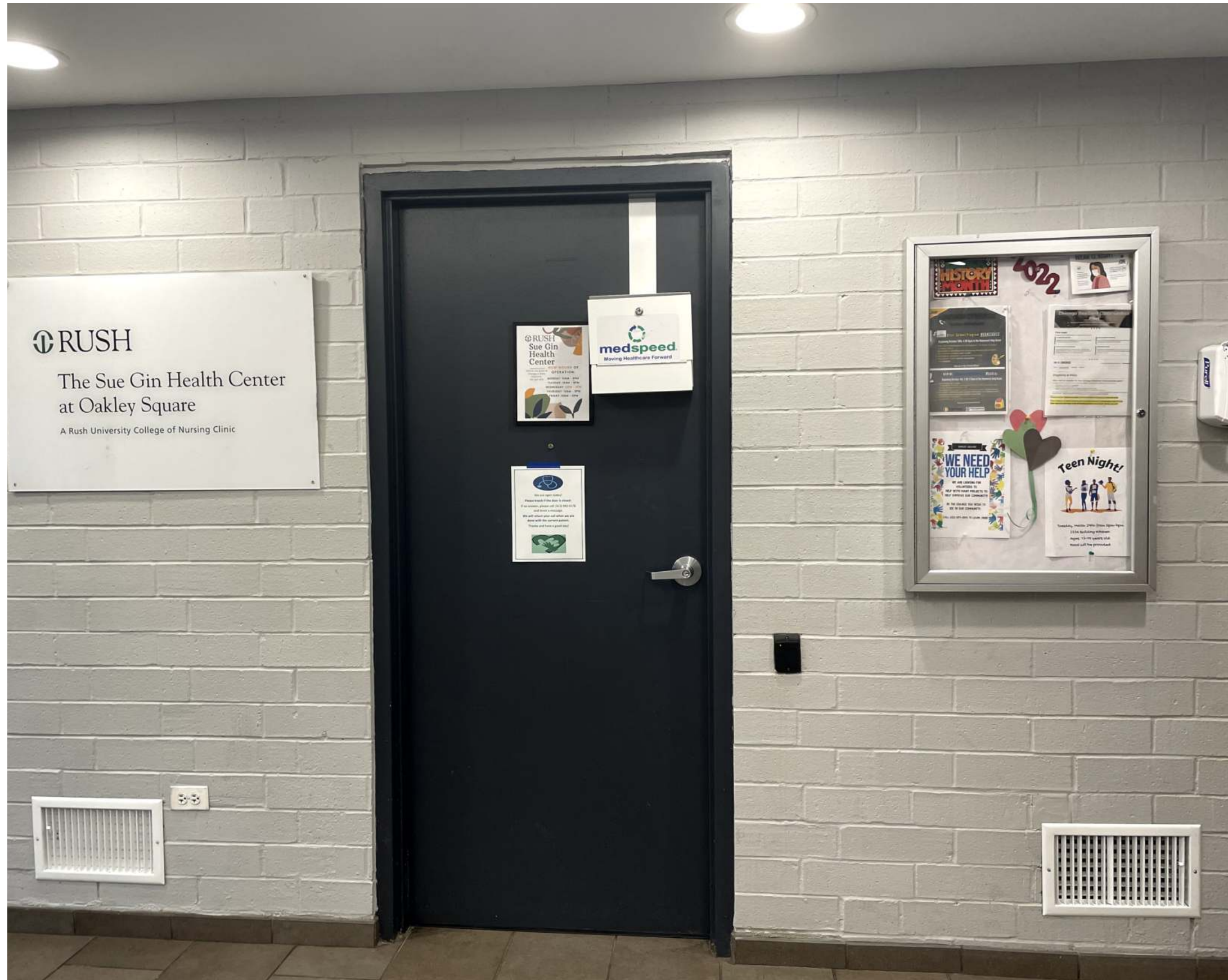


Residents in East Garfield Park

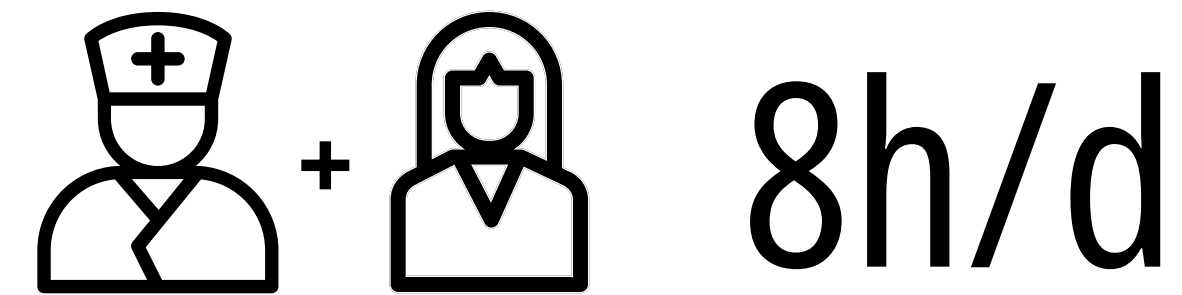
Black people **90%** Life expectancy **69**

Understand the context

Operation Setting



The clinic is open 5 days a week. One nurse practitioner works with 1-2 nursing students during working hours.



Sue Gin Health Center working hours

Understand the context

Clinic population

Sue Gin is open to patients of all ages regardless of their insurance.

Children, female residents and grandparents are the main groups.

Residents at
Oakley Square
+
Non-residents



**Average
annual
visits**

700



Female patient **65%**

Male patient **35%**

Black patient **97%**

LatinX/other **3%**

< 18 years old **55%**

18-34 years old **31%**

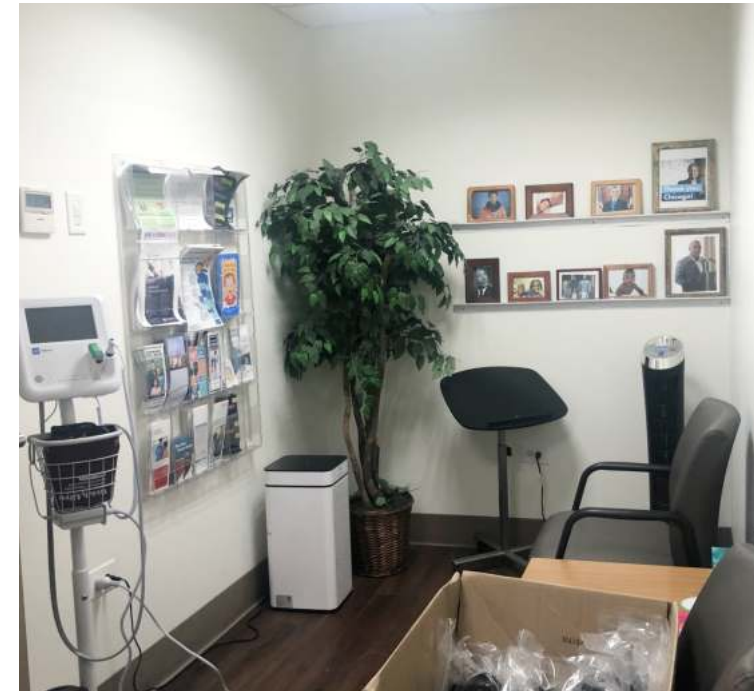
35-64 years old **14%**

Understand the context

Patient journey



Access



Arrive



Encounter



Wrap-up



Follow-up

Research Goal

Overarching goal

Create a community-effective primary care model that provides high-value service and can be adapted to other communities.

This research

Document the current components of Sue Gin care model and analyze their impacts on the service.

Understand the context

Research Approach

Duration: March 31st - May 2nd, 5 weeks

Methods: Contextual inquiry (observations+interviews)

40h

observations
total

10

staff
engaged

58

encounters
observed

47

intercepts
recorded

*One patients might have multiple encounter and intercept records.

Understand the context

Research Documents

Form for recording patient encounters, including sections for Patient encounter #, People, Objects, Environment, Messages, and Services. It also includes a diagram of a waiting area with 'Waiting/visiting' and 'Exam space' and checkboxes for 'open door' and 'closed door'.

Form for recording intercepts, including sections for Intercept #, Start time, and checkboxes for 'workflow/task', 'patient care', 'provider experiences', and 'other'. It also includes interviewer and date information.

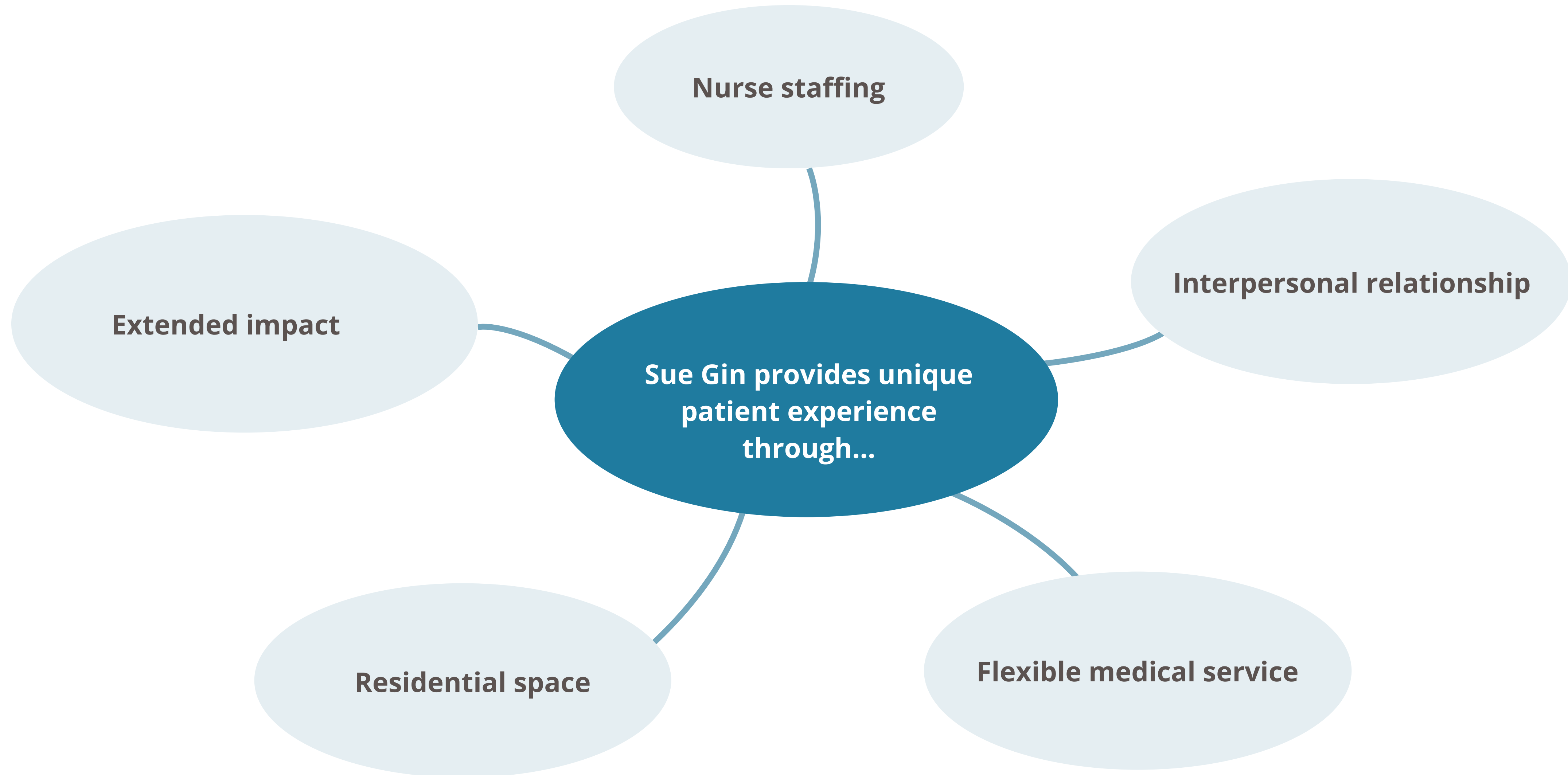
Observation data analysis sheet

METADATA														PEOPLE			OBJECTS	
Event ID	Observer	Observation date	Weekday	Shift	Start time	End time	Dur (min)	Clinic status	Nurse practitioner	Student nurse	Total people	Adults	Children (under 18)	Sue Gin staff	Objects brought into the encounter	Objects part of the encounter or taken away from the encounter	Arrival	
example	Mona	3/31/2022	Thursday	12-2pm	2:10:00 PM	3:55:00 AM	105	open	Kelly	Arianna	1	older female, non-resident		Both	home keys			
E1	Tosin	4/1/2022	Friday	12-2pm	2:00:00 PM	2:25:00 PM	25	open	Kelly	Sherry	2			Both				
E2	Mona	3/31/2022	Thursday	2-4pm	2:10:00 PM	3:55:00 PM	105	open	Kelly	Arianna	1	female, black		Both	keys	paper bag, paper, a set of shampoo	Walking in	
E3	Mona	3/31/2022	Thursday	2-4pm	3:51:00 PM	3:57:00 PM	6	open	Kelly	Arianna	1	male, black		Nurse practitioner	crutch	paper bag	Waiting	
E4	Mona	4/13/2022	Wednesday	12-2pm	12:16:00 PM	1:25:00 PM	70	open	Judi	Jessi	1	older female, white		Nurse practitioner	crutch	stack of paper		
E5	Mona	4/13/2022	Wednesday	12-2pm	12:18:00 PM	12:20:00 PM	2	open	Judi	Jessi	1	male, black		Nursing student			Walking around Waiting Assessing availability	
E6	Mona	4/13/2022	Wednesday	12-2pm	12:15:00 PM	12:35:00 PM	20	open	Judi	Jessi	1		female, black, kid	Nursing student			Walking around Playing around	
E7	Mona	4/13/2022	Wednesday	12-2pm	12:36:00 PM	12:40:00 PM	4	open	Judi	Jessi	2		female, black, teenager	Nursing student	umbrella		Assessing availability Waiting	
E8	Mona	4/13/2022	Wednesday	12-2pm	1:56:00 PM	2:06:00 PM	10	open	Judi	Jessi + Andy	1	female, black		Both	phone and keys	paper and envelope	Knocking	
E9	Mona	4/13/2022	Wednesday	2-4pm	2:38:00 PM	3:03:00 PM	25	open	Judi	Jessi + Andy	1	older female, black		Both	paper	paper bag, paper	Knocking	
E10	Tosin	4/1/2022	Friday	2-4pm	2:07:00 PM	2:32:00 PM	25	open	Kelly	Sherry	1	female, black		Both	keys, phone	paper envelope, keys, phone		

Field notebook

Observation data analysis sheet

Service experience map



The Sue Gin clinic and its environment

Residential space

arrive

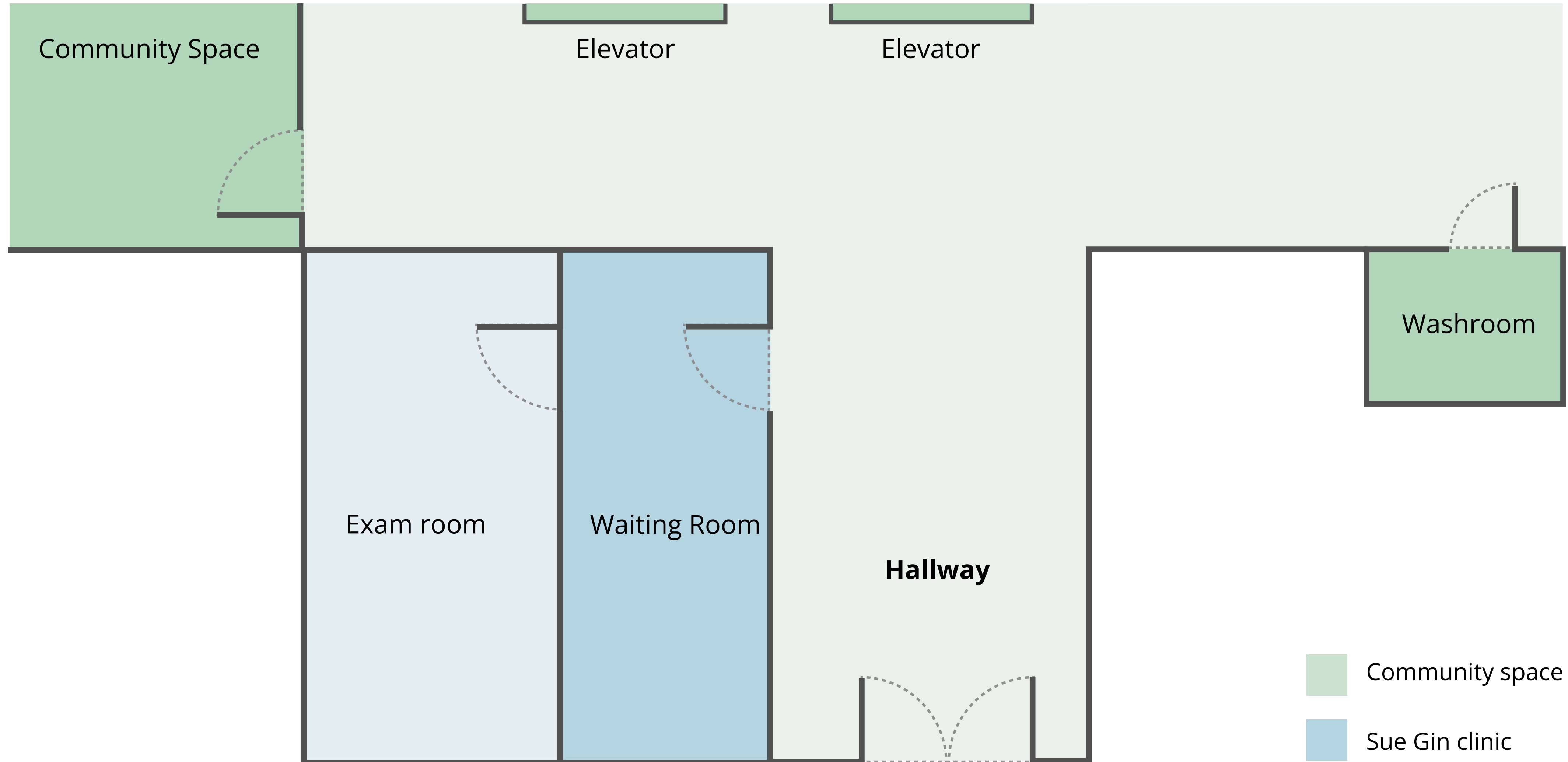
encounter

wrap-up

The Sue Gin Clinic comprises two rooms and a hallway shared with the residents of the Oakley square apartments. The location makes the clinic extremely accessible to all the residents.

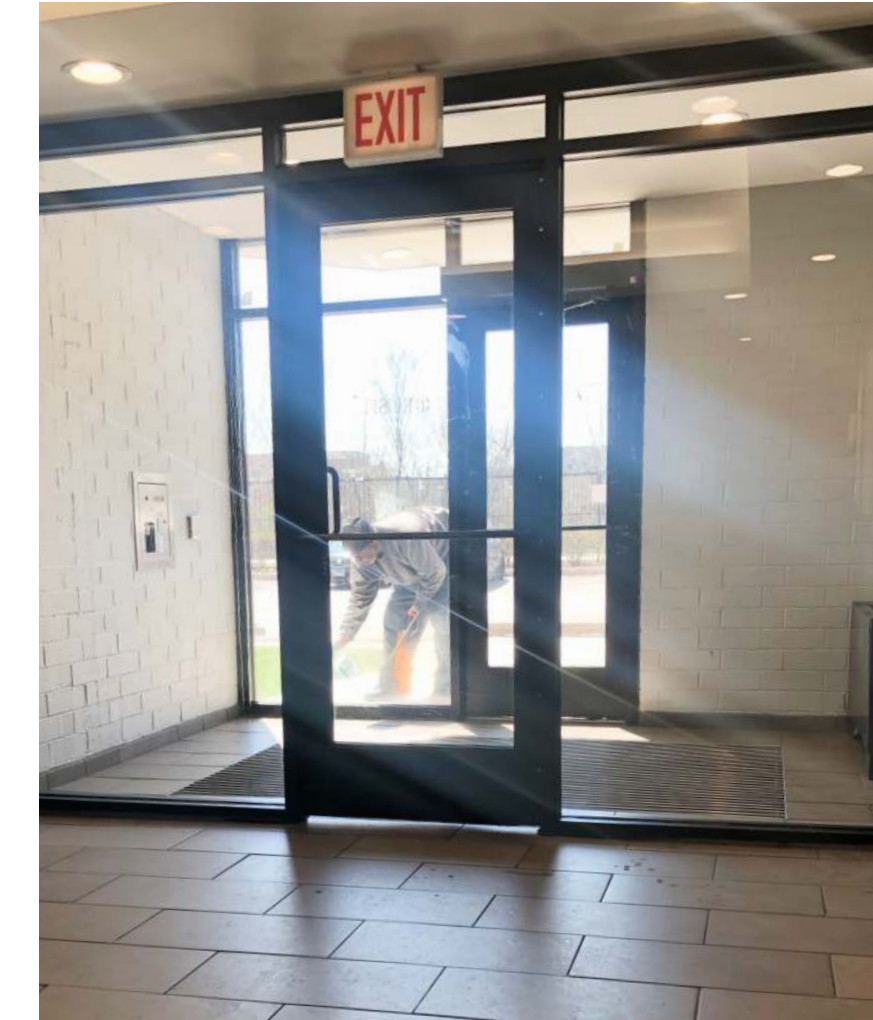
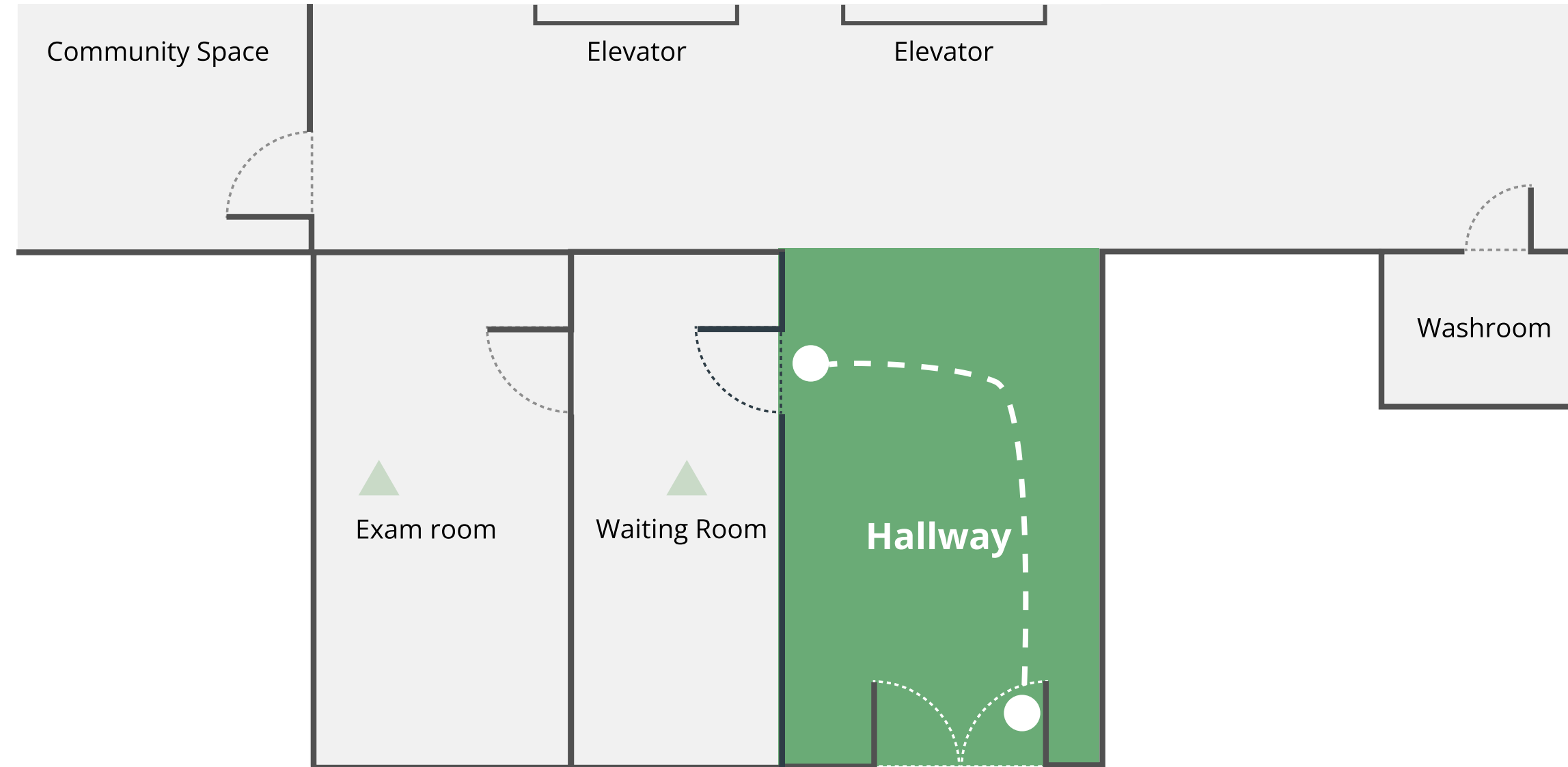
On the other side, the Sue Gin clinic lacks traditional clinical settings that set a distance from patients' daily life and provide privacy for them. Sue Gin shares the building's washroom to conduct medical activities such as collecting urine samples.

Space overview



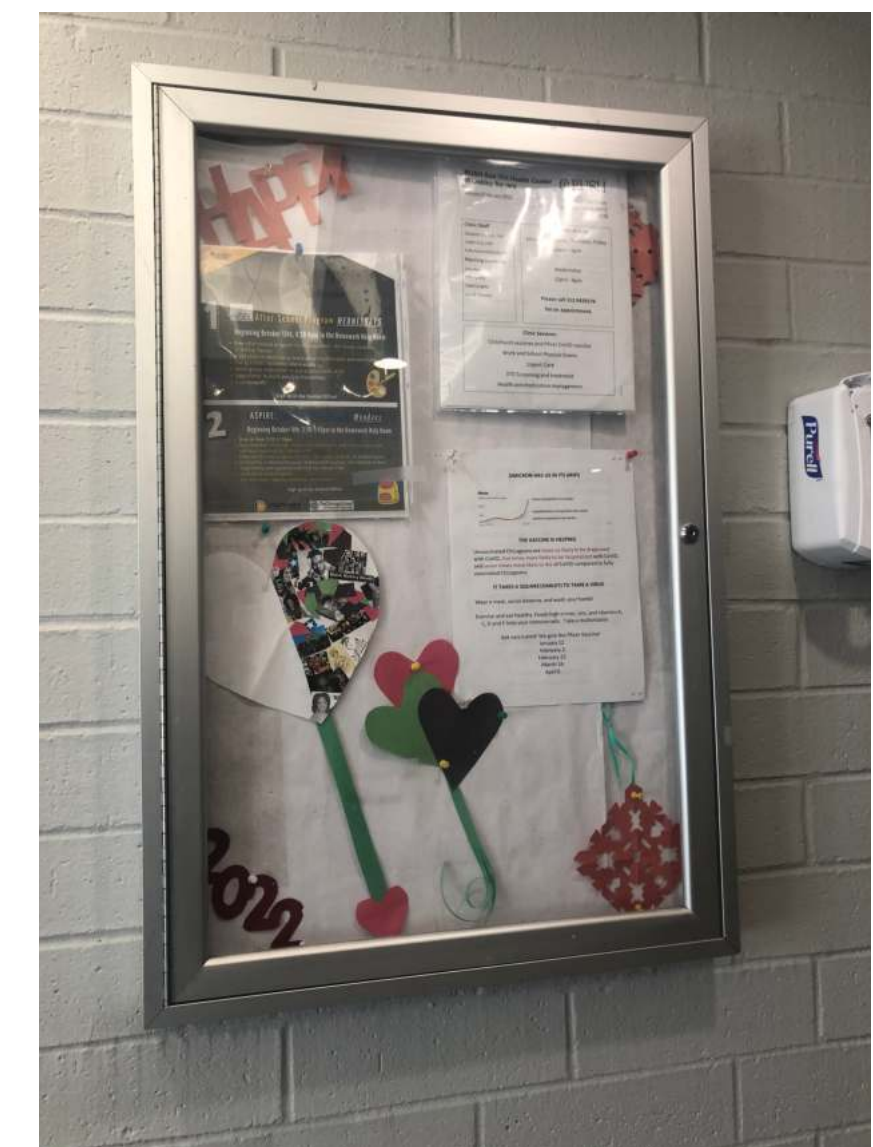
what we found out

Arrive



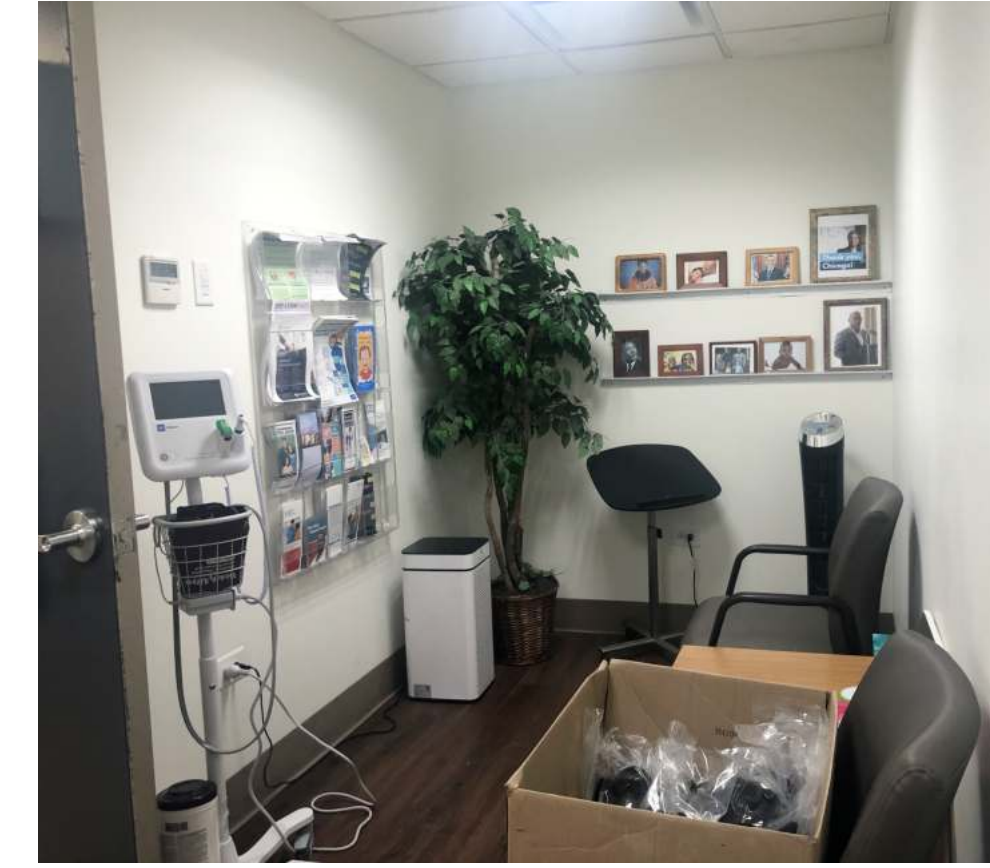
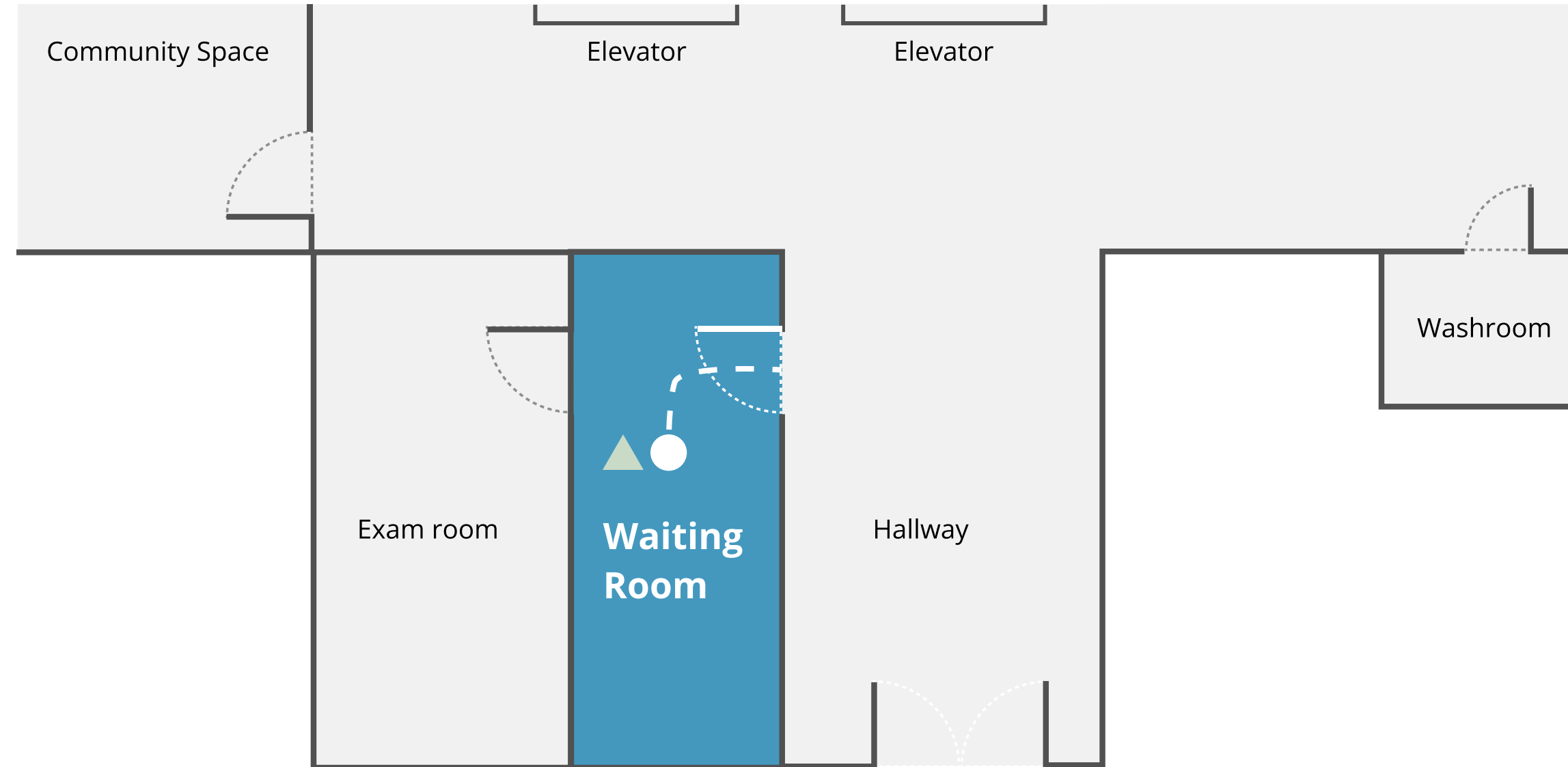
Patients walk through the hallway to the front of the clinic.

- The shared front door allows convenient access to the clinic area.
- The clinic door is the first interaction point and conveys messages to the patients.
- Activities and noises from the hallway can be heard in the clinic.
- The open space in the hallway increases patients' chances of encountering other residents.



what we found out

Encounter

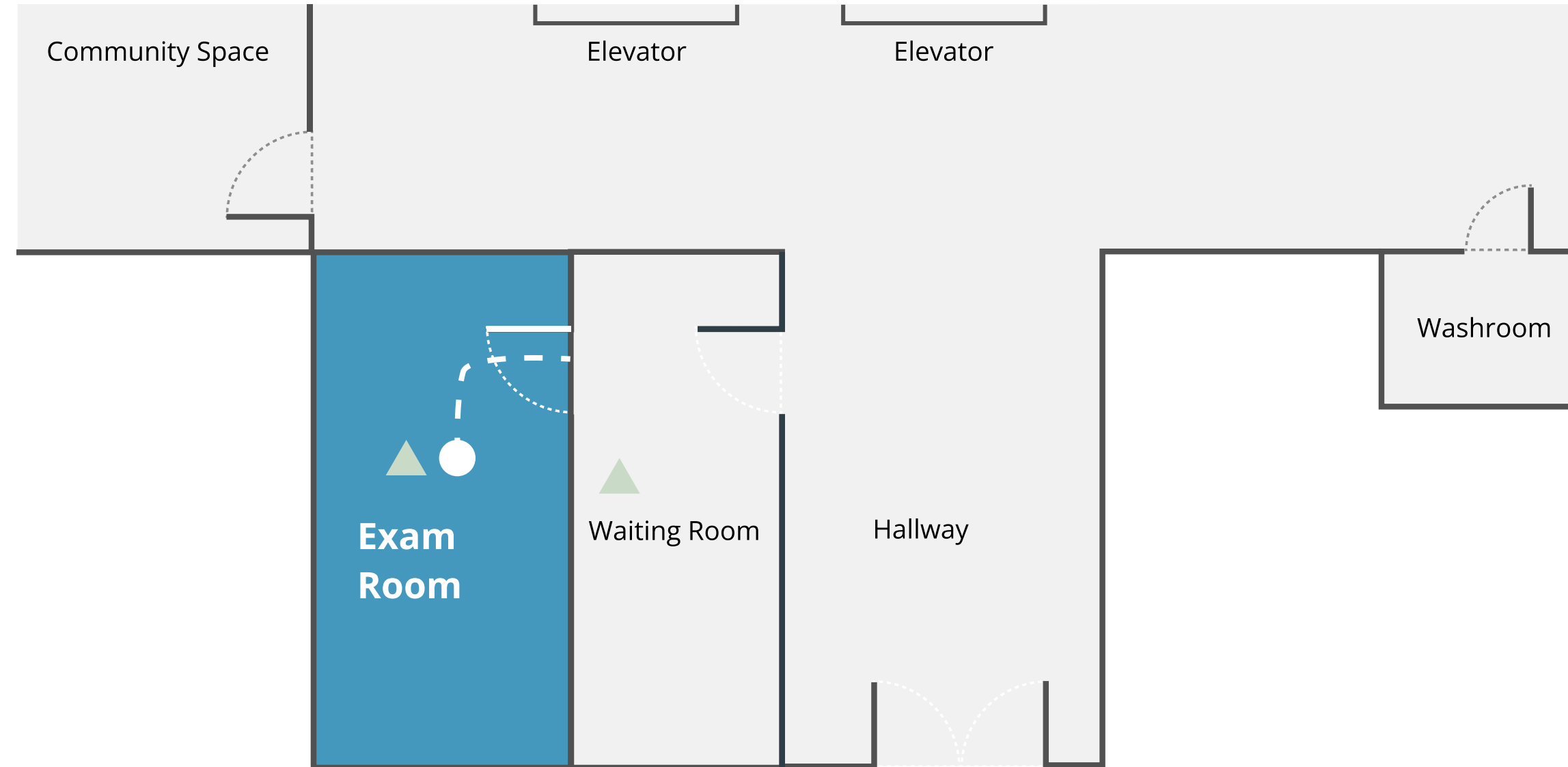


Patients meet the providers and wait in the waiting room.

- The waiting room is organized to serve multiple purposes such as reception, waiting, and working.
- When a patient visit is happening, the door of the waiting room is closed for patient privacy and better conversation quality.

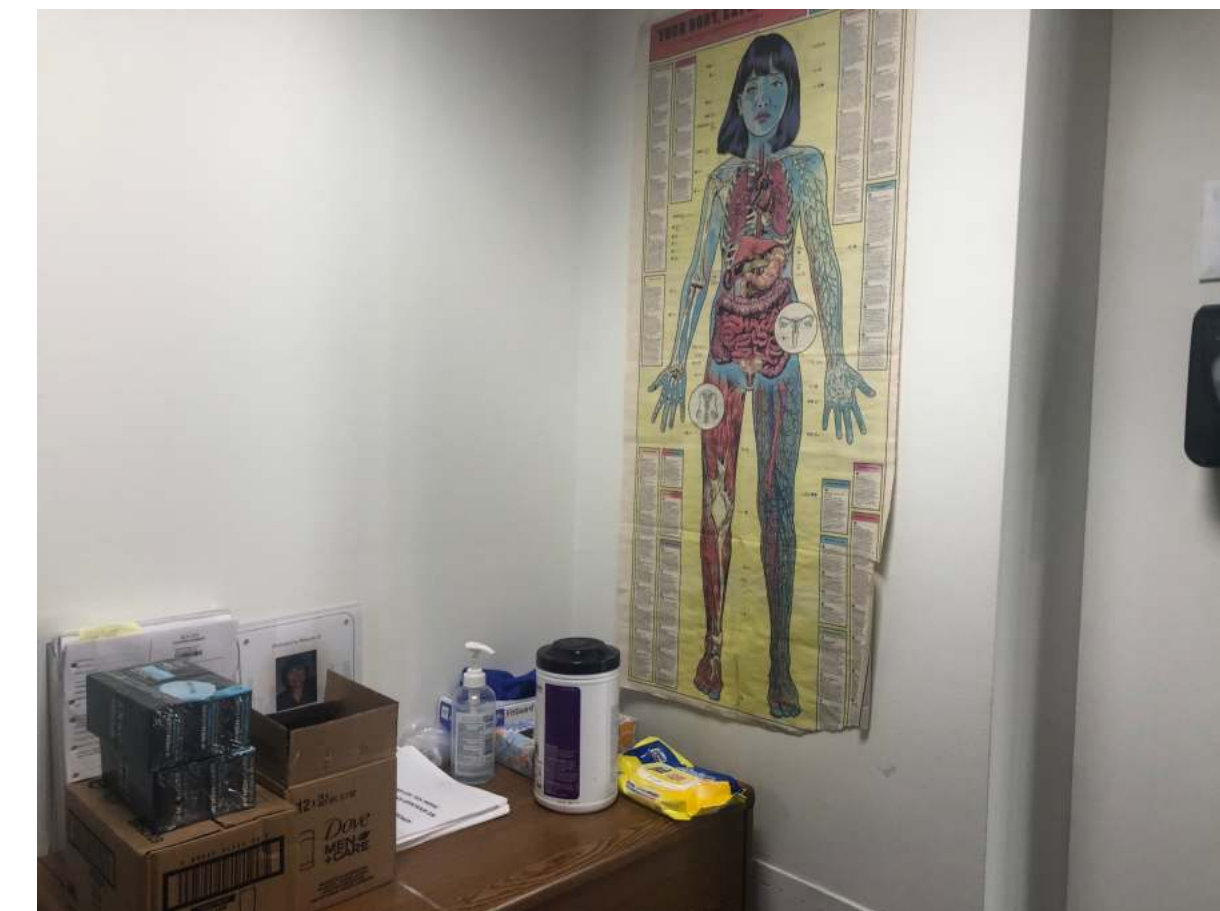
what we found out

Encounter



Patients enter the exam room and begin the consultation.

- The single and compact exam room provides easy access and helps build intimate connections between providers and patients.
- Onsite clinical equipment serves various medical needs and enhances efficiency.



what we found out

Impacts of Space

Multi-function

- Given the specific context of the community, the clinic space is sometimes used for non-clinical purposes that serve the residents.
- All the clinic space also works as the providers' office and the meeting room.

Messaging

- The closed door leaves people confused about the status of the clinic. Therefore, additional communication design is needed to convey the right message.
- The space that shared by the clinic and the community becomes a natural medium for the clinic to advocate and communicate with the residents.

Privacy

- Limited physical space creates a privacy challenge. Walk-in patients might need to wait outside the clinic when the waiting room is full.
- The waiting room and the exam room have different soundproofing needs. Providers working in the waiting room tend to stay alert to what's happening outside.

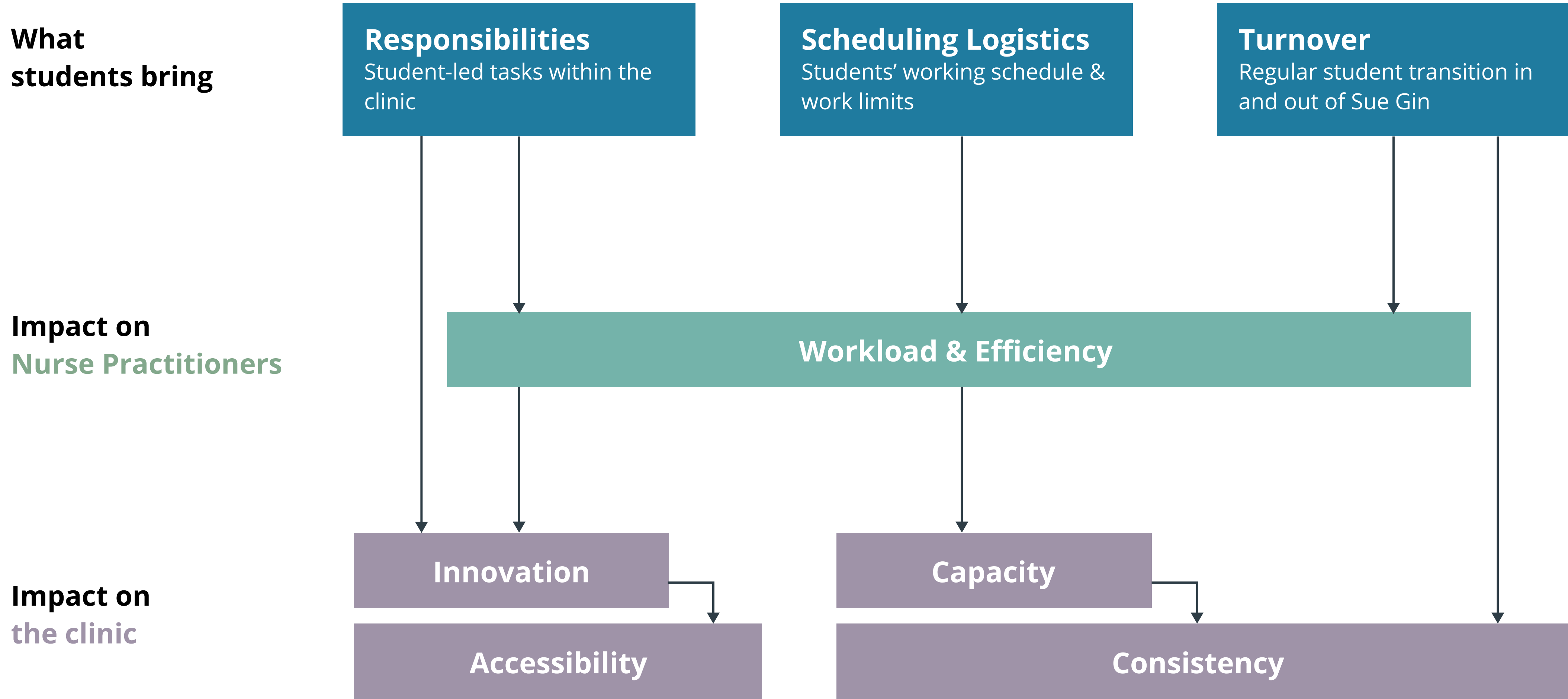
The people behind the service

Nurse staffing

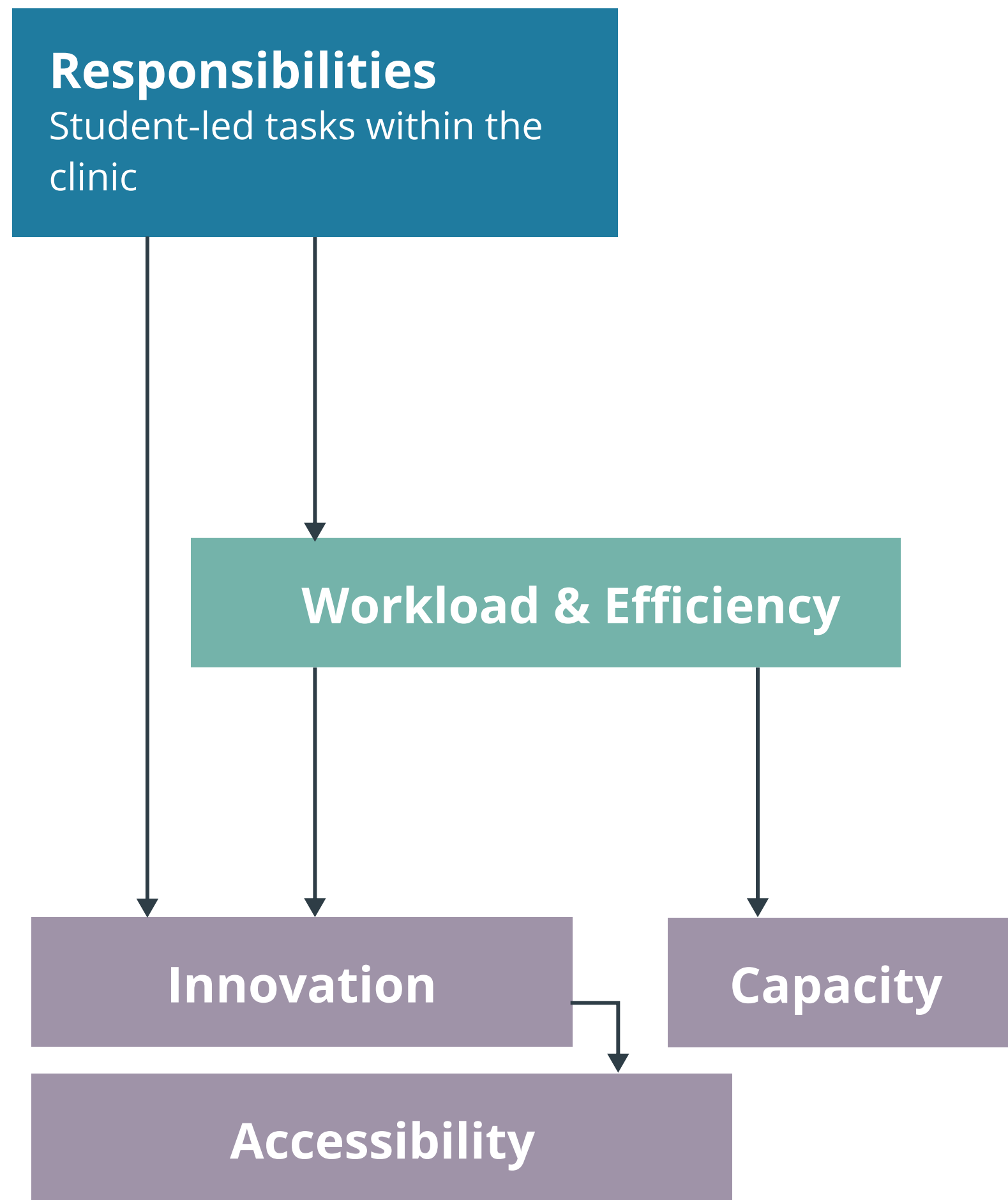
The Sue Gin Clinic is typically staffed by 1 nurse practitioner and 1-2 nursing students from Rush University College of Nursing each day.

Nursing students help with rooming and scheduling appointments, while nurse practitioners see patients and advise on medical issues. Given the influx of patients throughout the day, Sue Gin relies on nursing students to help manage appointments and provide support to nurse practitioners.

How student nurses impact Sue Gin



Impact of Student Responsibilities



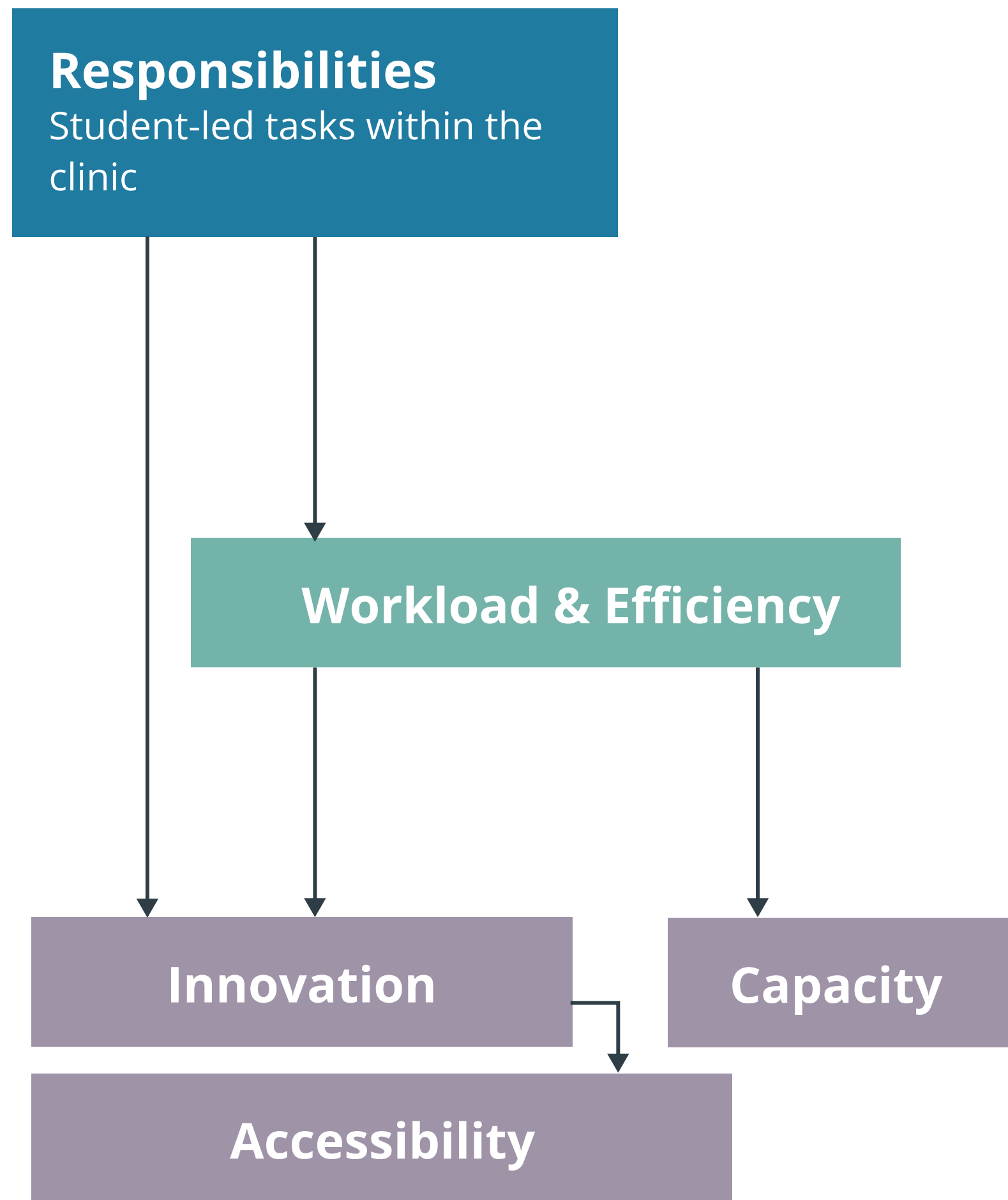
What this entails:

Nursing students main responsibilities include:

- Setting up appointments
- Answering incoming phone calls
- Welcoming and checking in patients
- Checking patient vitals
- Conducting general patient questionnaire

In some cases, nursing students may also participate in a capstone project which is based off of clinic needs. Students will help to develop programming or workflows as part of the project.

Impact of Student Responsibilities



When it works well

Reduce workload:

- NPs can hand over basic tasks to the students and focus on other treatments.

Accelerate innovation and accessibility:

- Students could identify improvements in accessibility based on their daily contact with patients.
- Students' capstone projects have the potential to incubate new services.

When it doesn't work well

Heavier workload:

- NPs have to manage all clinic responsibilities
- NPs are unable to respond to all prospective patients

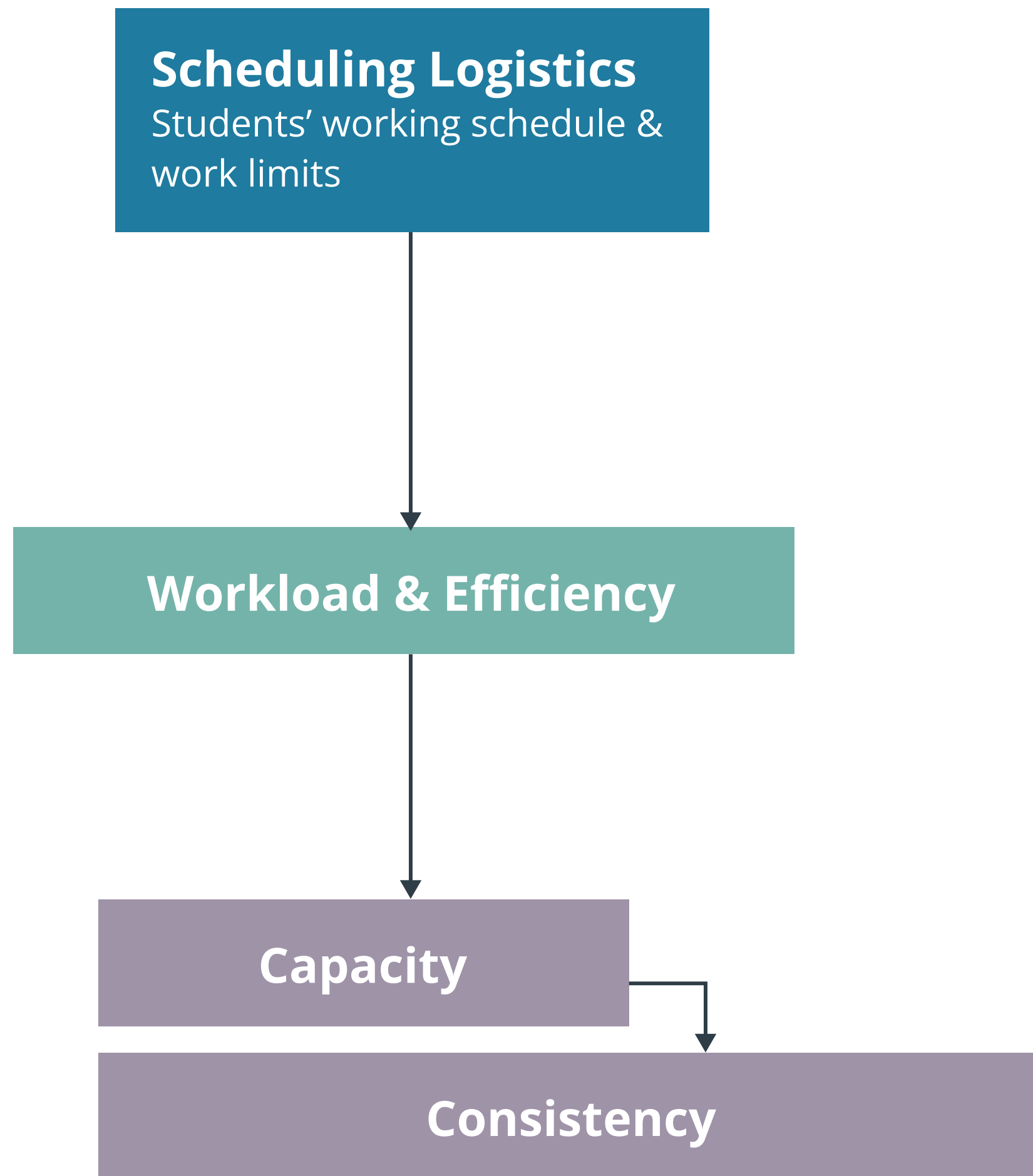
Block innovation:

- NPs may not have the time to be implementing new programs and workflows

Less capacity:

- It takes longer for the patients to be seen and treated.
- Fails to answer incoming communications and new patients.

Impact of Scheduling Logistics



What this entails:

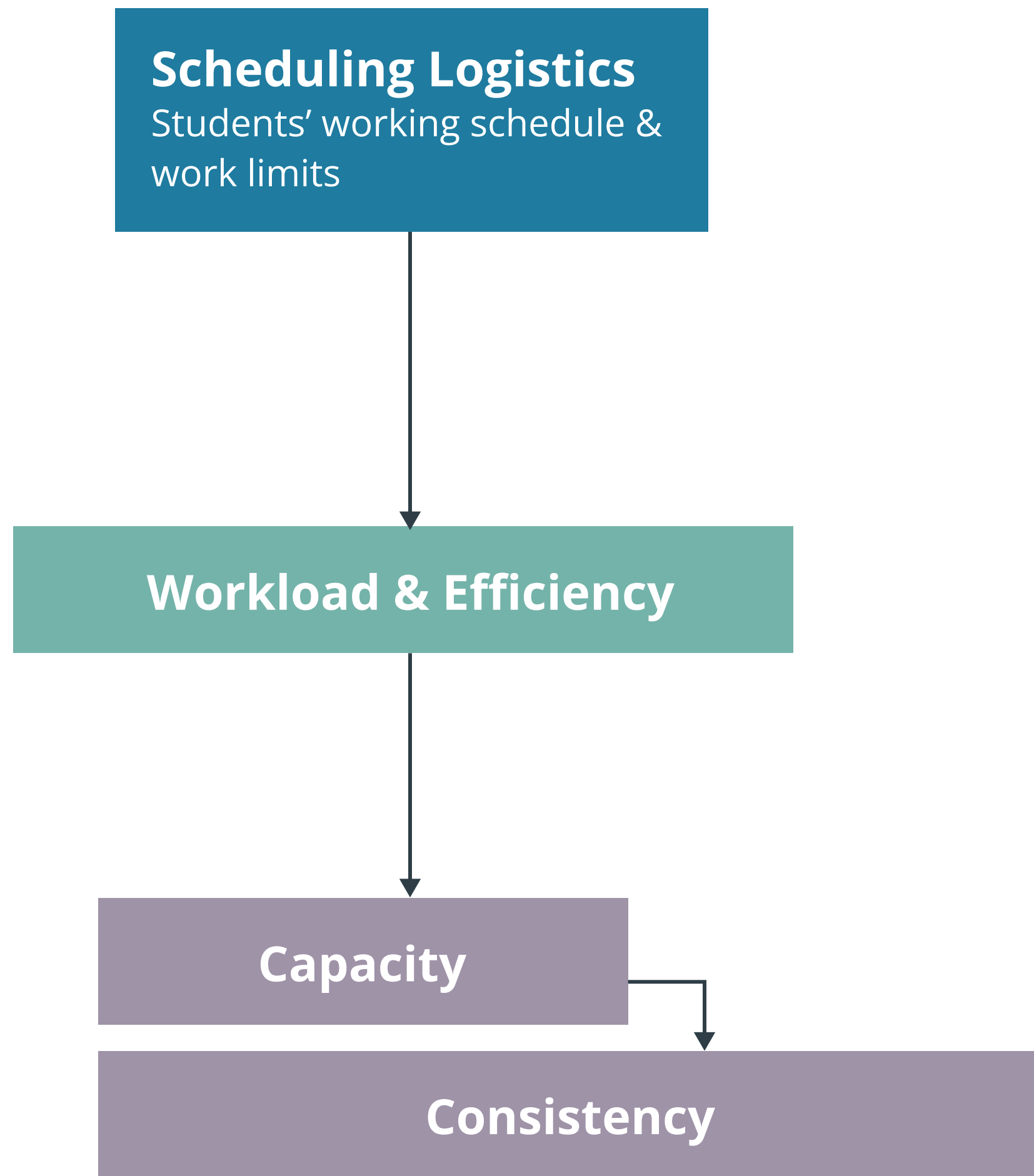
Sue Gin is a work-study opportunity for nursing students. They need to follow the rules and balance college studies while working at the clinic. At the beginning of every month, students sign up for work shifts up to 8 hours a week.

Students' schedules are a factor in when there is student support each day of the week.

"I don't have any student support until 1pm on Mondays and none at all on Tuesdays."

----- Nurse Practitioner

Impact of Scheduling Logistics



When it works well

Reduce workload:

- NPs could focus on difficult cases and plan for their work in advance.

Boost efficiency:

- NPs get familiar with all the students and know how to best work with them
- Student pairs are formed for specific tasks and for learning from each other.

When it doesn't work well

Heavier workload:

- Students are unable to work at the clinic due to class schedules

Lower efficiency:

- Inconsistency in student schedules leads to less efficient collaboration with the NPs.

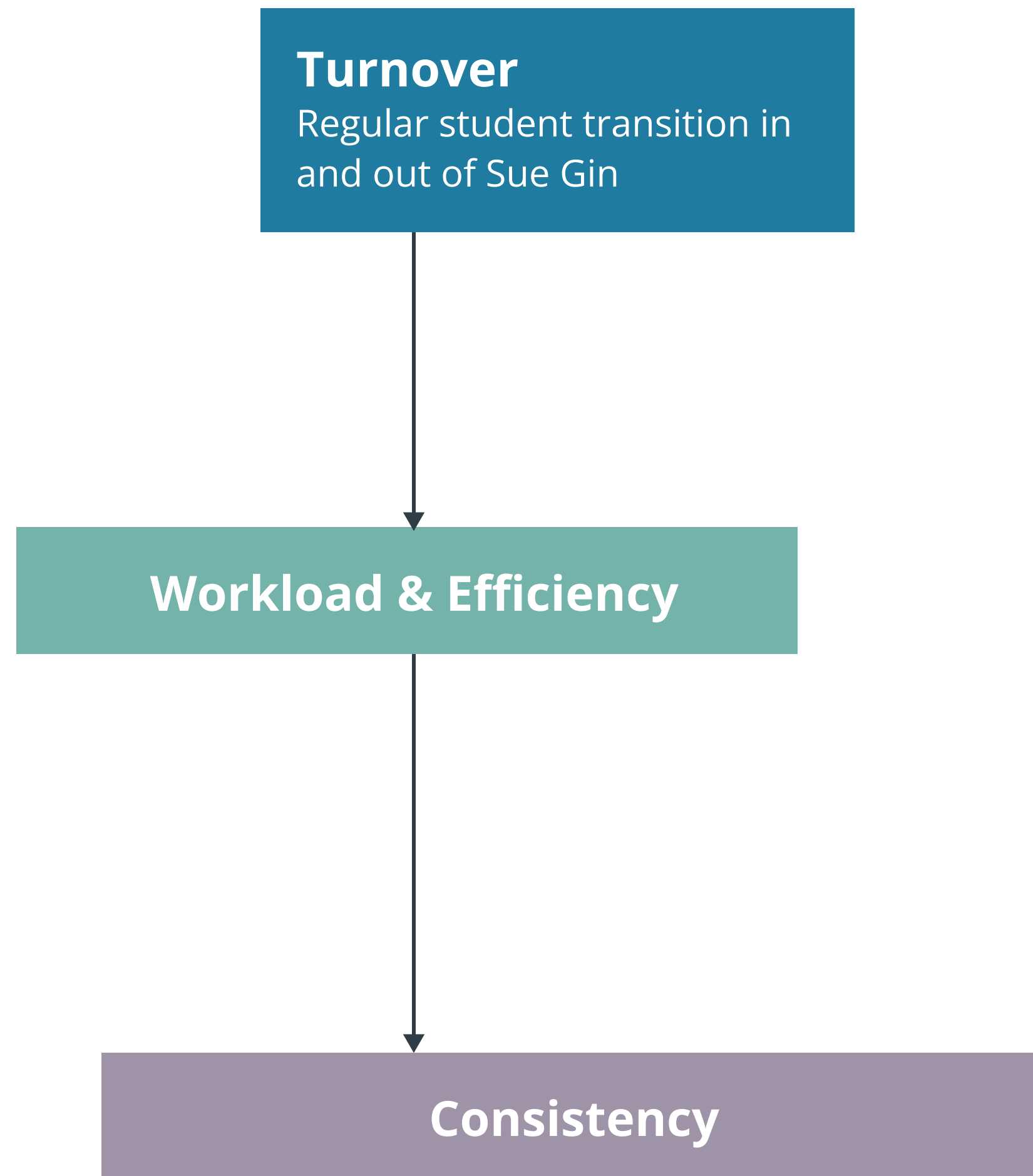
Less capacity:

- The 8-hour shift limit sometimes leads to gaps in staffing support

Lack of consistency:

- Unpredictable student shifts changes lead to inconsistency in providers

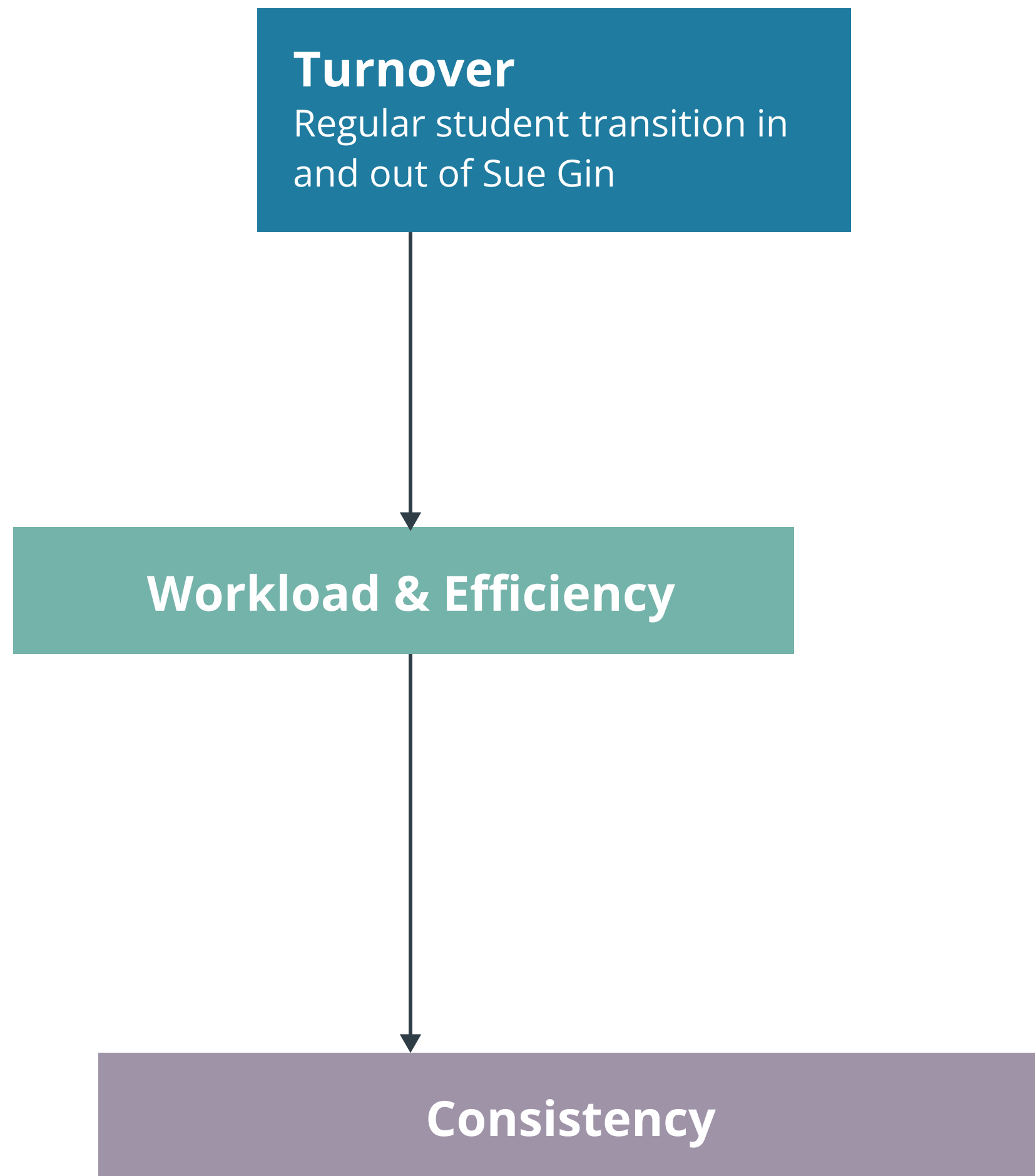
Impact of Student Turnover



What this entails:

The College of Nursing has consistent cooperation with Sue Gin clinic. The clinic accepts certain numbers of nursing students every year. And when students graduate and/or their work commitment with the clinic ends, Sue Gin experiences a turnover in student staffing.

Impact of Student Turnover



When it works well

Reduce workload:

- Students submit their future working schedules in advance to help the NPs plan ahead.
- Previous students could help onboard new students.

Create consistency in student behaviors:

- Graduating students could share their reflections with the current students and iterate the student manuals together to standardize their work.

When it doesn't work well

Heavier workload:

- NPs need to onboard new students in addition to seeing patients.
- NPs need to cover gaps in student staffing between transition periods.

Lower consistency:

- Student turnover situations are not clearly communicated to the residents. And that leads to inconsistency in providers and friction in relationships.

The experience of the service

Flexible medical service

The Sue Gin Clinic provides a range of services to both residents and non-residents of Oakley Square.

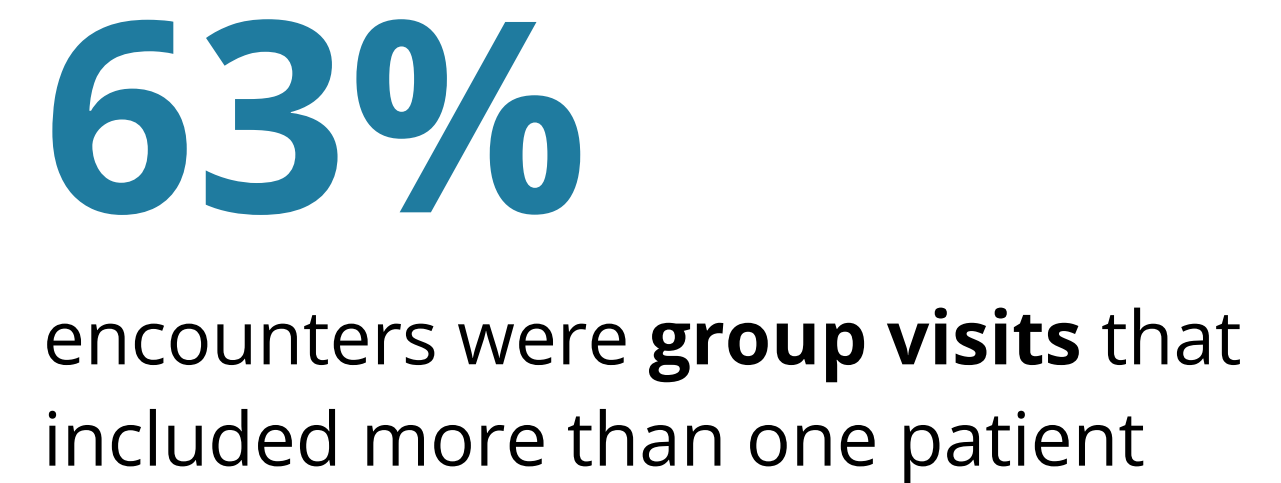
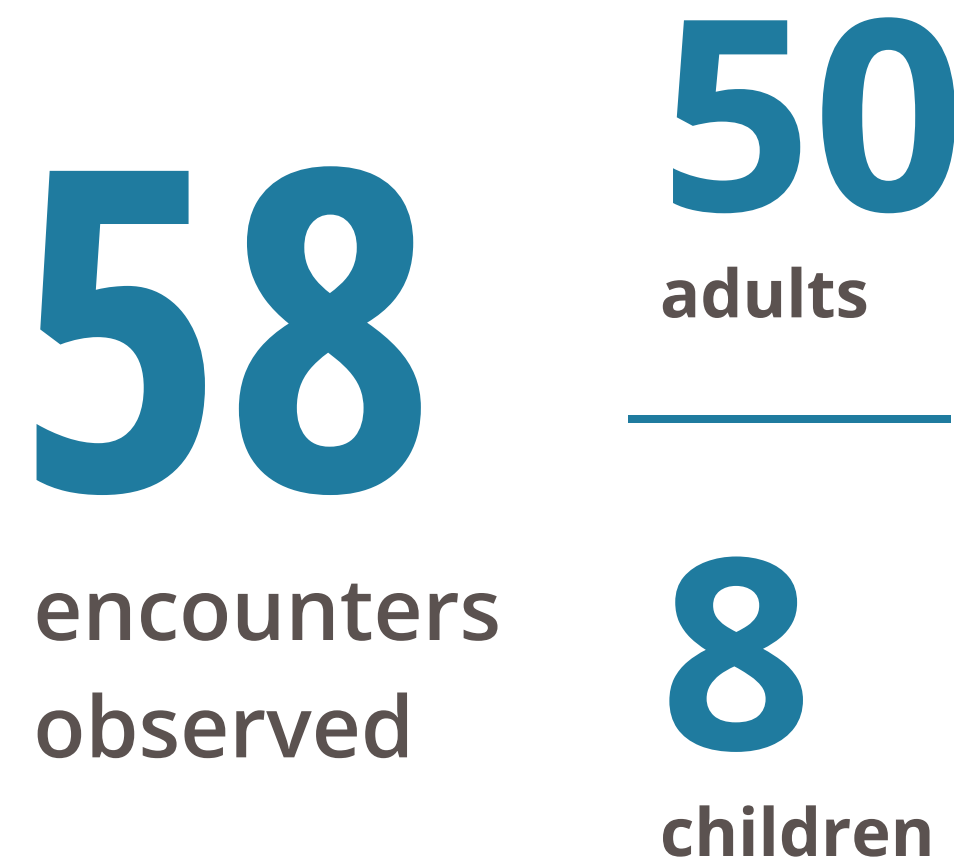
When getting care at Sue Gin, patients go through a main journey, with small alternatives based on patients' needs and urgency for care.

Who visits Sue Gin

Patients include both residents and non-residents of Oakley Square. Non-residents are former residents of Sue Gin, friends and family of current residents, staff of Oakley Square and a mix of community members that have connections to the clinic.

Patient visit breakdown

Quantities provided come from observations and are not representative of the entire Sue Gin patient population

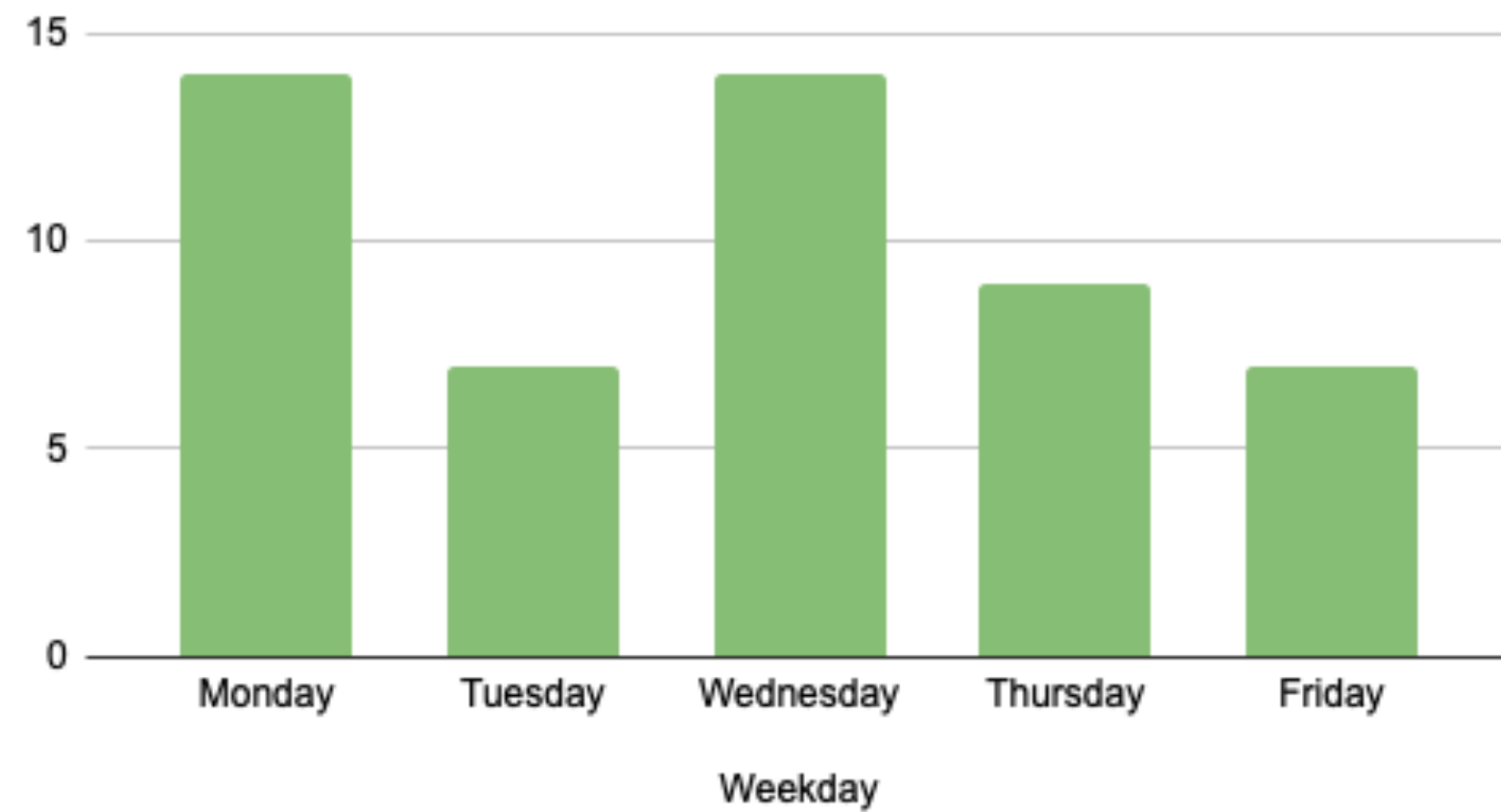


When Sue Gin is used

The clinic is open 5 days a week.

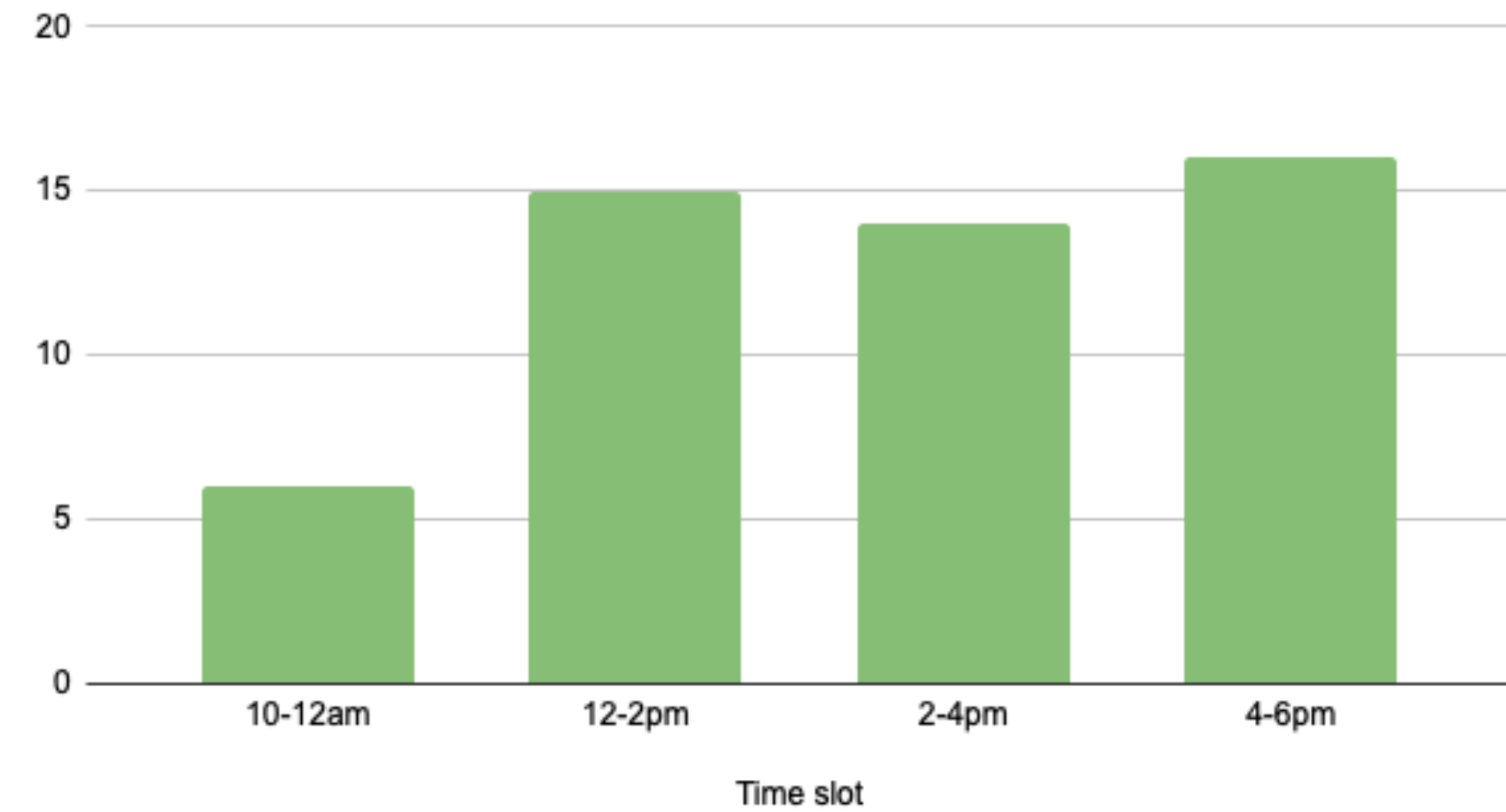
Mondays and Wednesdays have the greatest volume of patient visits.

Volume by weekday



The clinic is the busiest after lunch hours, between 12-6 pm.

Volume by time slot

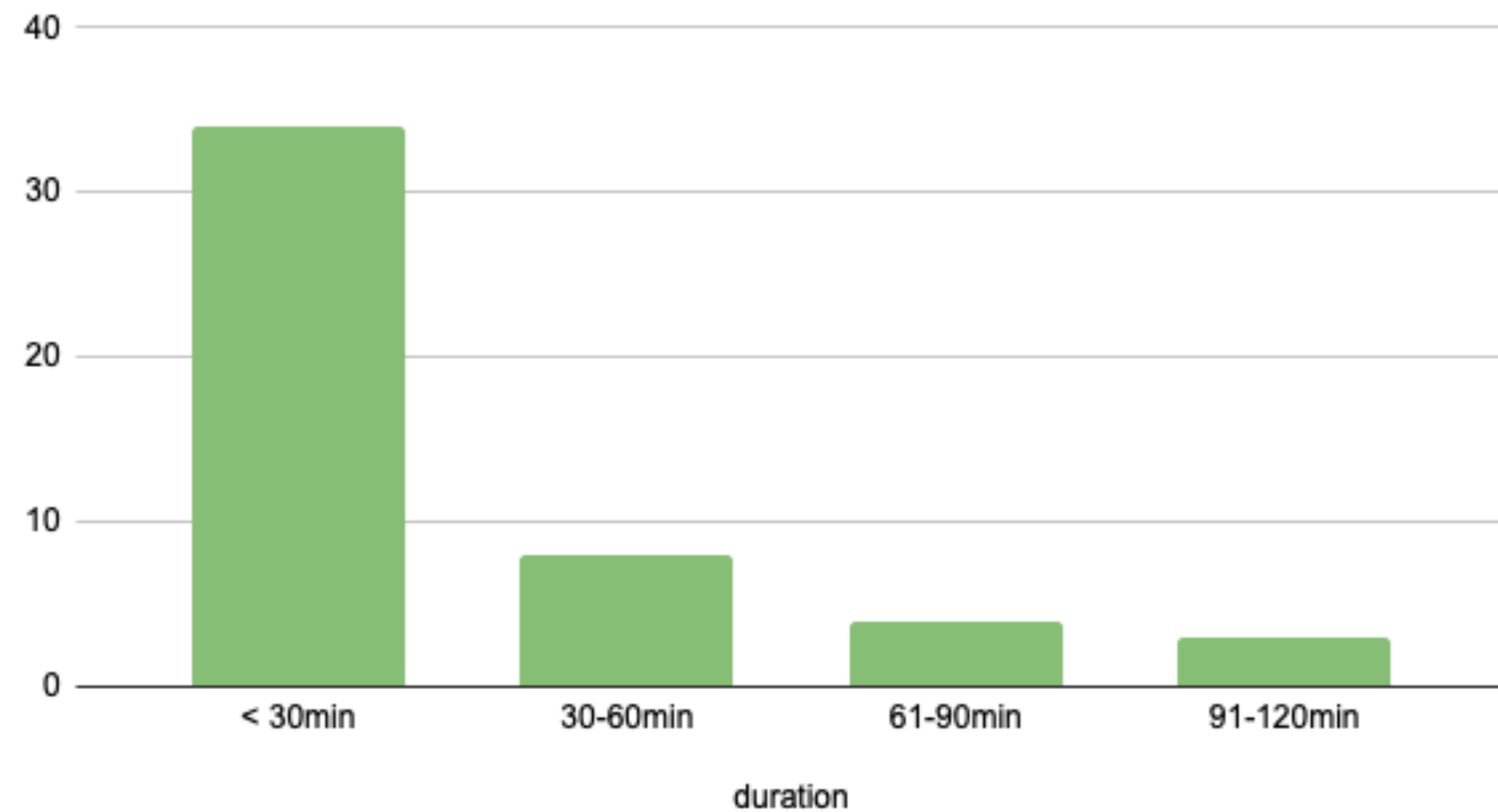


How long encounters are

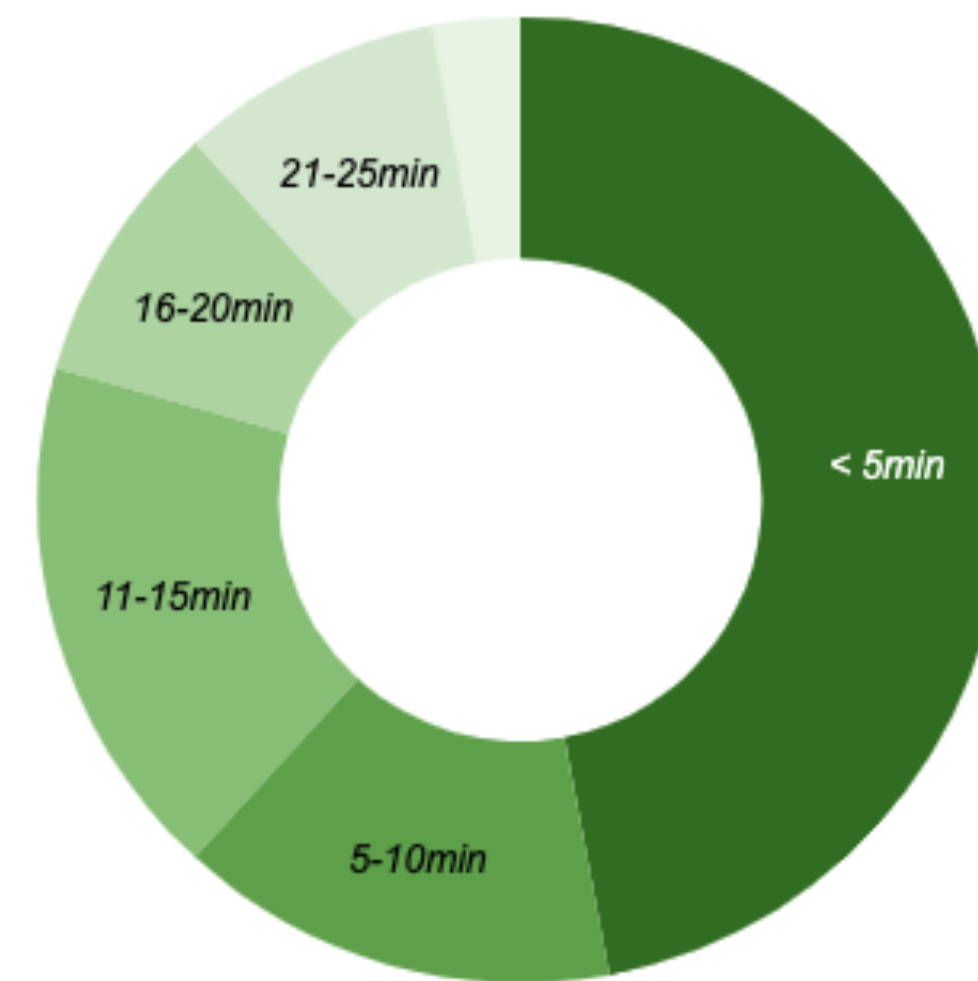
Sue Gin meets patients' needs by providing care that is not limited by time. This allows patients easy access to nurse practitioners, where they can quickly ask questions or be seen for multiple health concerns.

More than half of visits observed were **30 minutes or less.**

Encounter Length



Of visits under 30 minutes, **almost half are 5 minutes or less.**



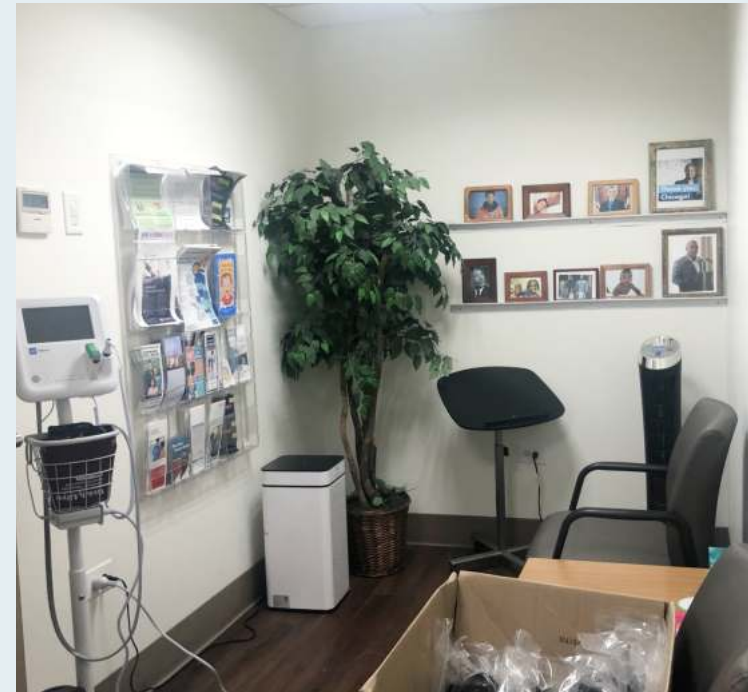
Patient journey



Access

Make an appointment:

- in-person
- over the phone
- MyChart



Arrive

- Receive a reminder about appointment
- Walk to the clinic



Encounter

- Have vitals taken
- Answer questionnaire
- Meet with nurse practitioner about health concerns
- Receive patient education
- Participate in laboratory tests



Wrap-up

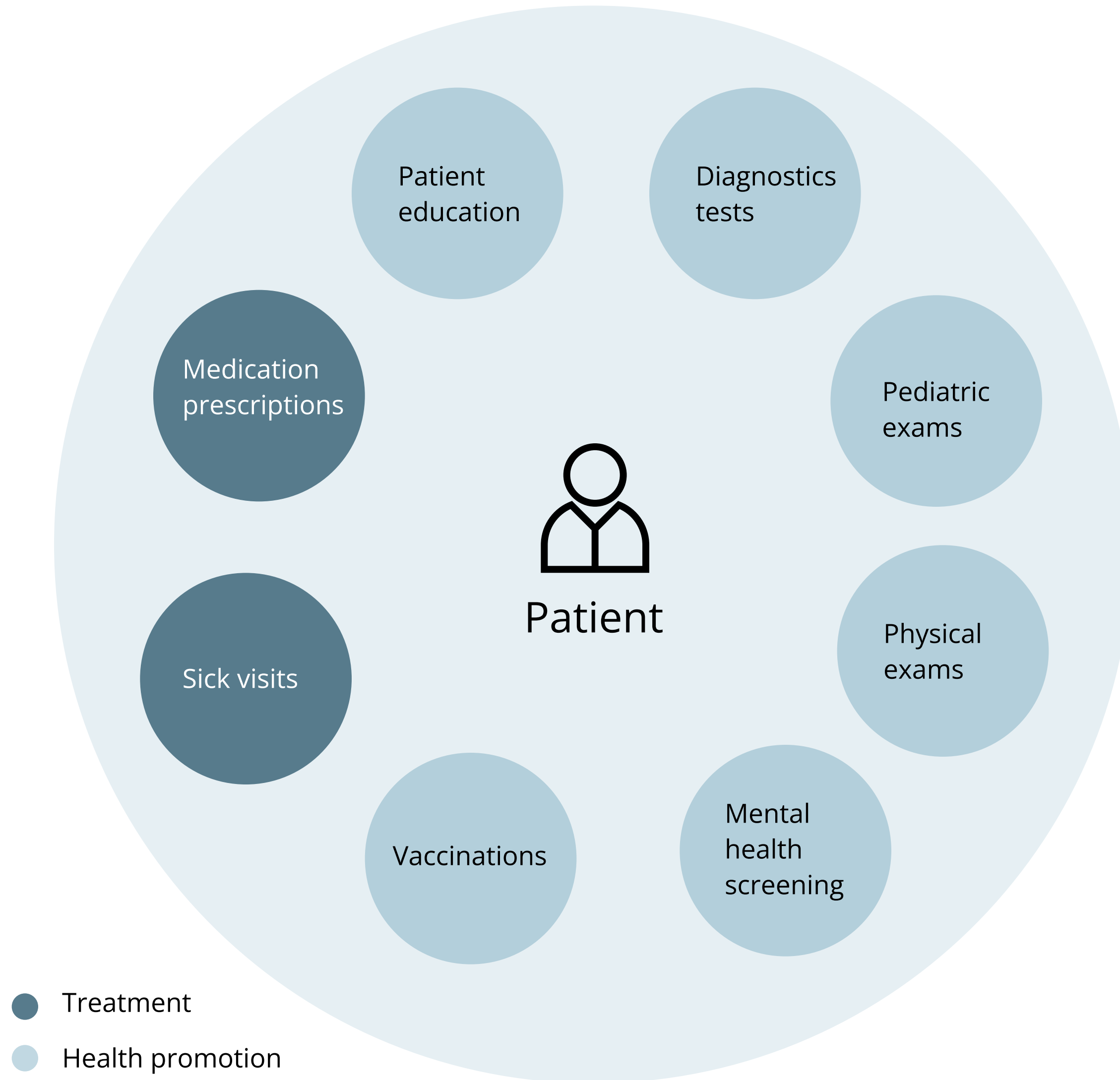
- Hear visit summary from nurse practitioner
- Walk out of clinic with nurse practitioner
- Get MyChart account set up



Follow-up

- Schedule another appointment
- Discuss lab results

Medical services provided



Nurse practitioners provide primary care services to patients.

Seen and heard:

“One quarter of the visits I do are dedicated to patient education.”

Liz, Nurse Practitioner

Many students from the nearby military academy get their physical exams at Sue Gin because their coach knows a Sue Gin staff member.

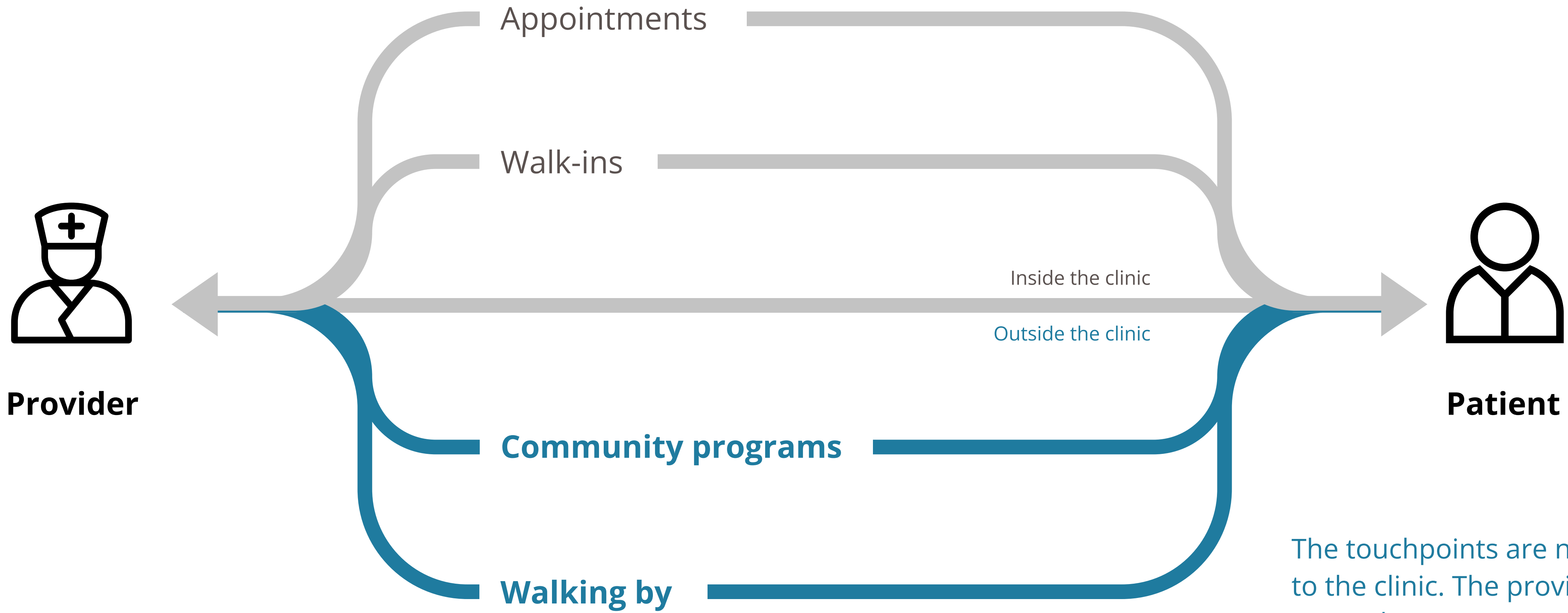
Social aspect of care

Interpersonal relationship

Besides the professional relationship, the providers at Sue Gin also have interpersonal relationships with the patients.

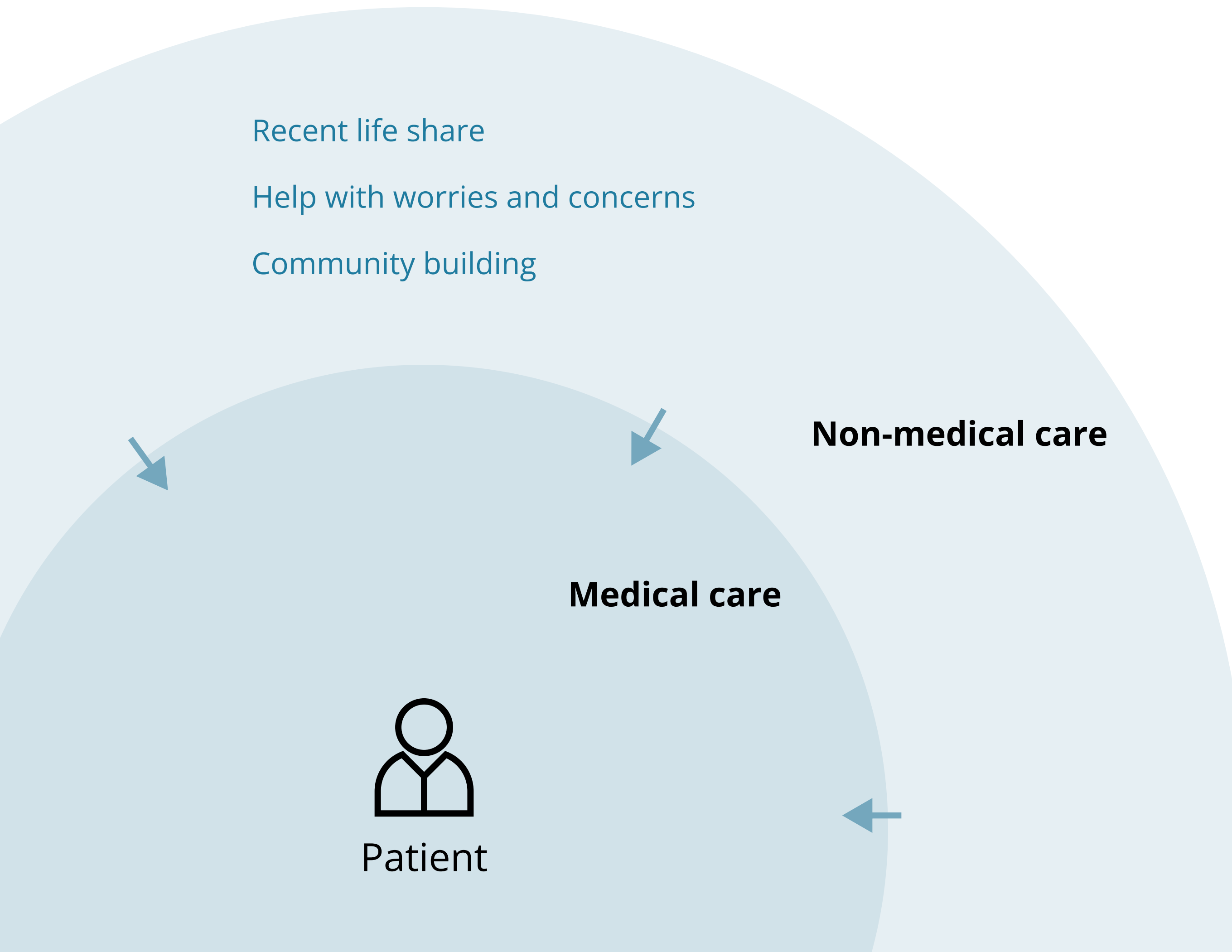
Given the fact that Sue Gin is co-located within the residential building and operates other health-related community programs, the providers have more contact with the patients. They can build rapport with them, understand their life context, and analyze how it impacts their health.

Provider-patient touchpoints



The touchpoints are not limited to the clinic. The providers have more chances to meet patients in the community.

Social aspect of care provided



Nurses listen to patients' life concerns and understand how it impacts their health.

Seen and heard:

The kid knows the nurse student well. She talked with the student about her life and things she did at school.

When no patient was waiting, the nurse practitioner opened the door and greet every resident passing by. She talked with the residents about their recent life and asked if they had any concerns. They stood in the hallway and the conversation lasted for 15 minutes.

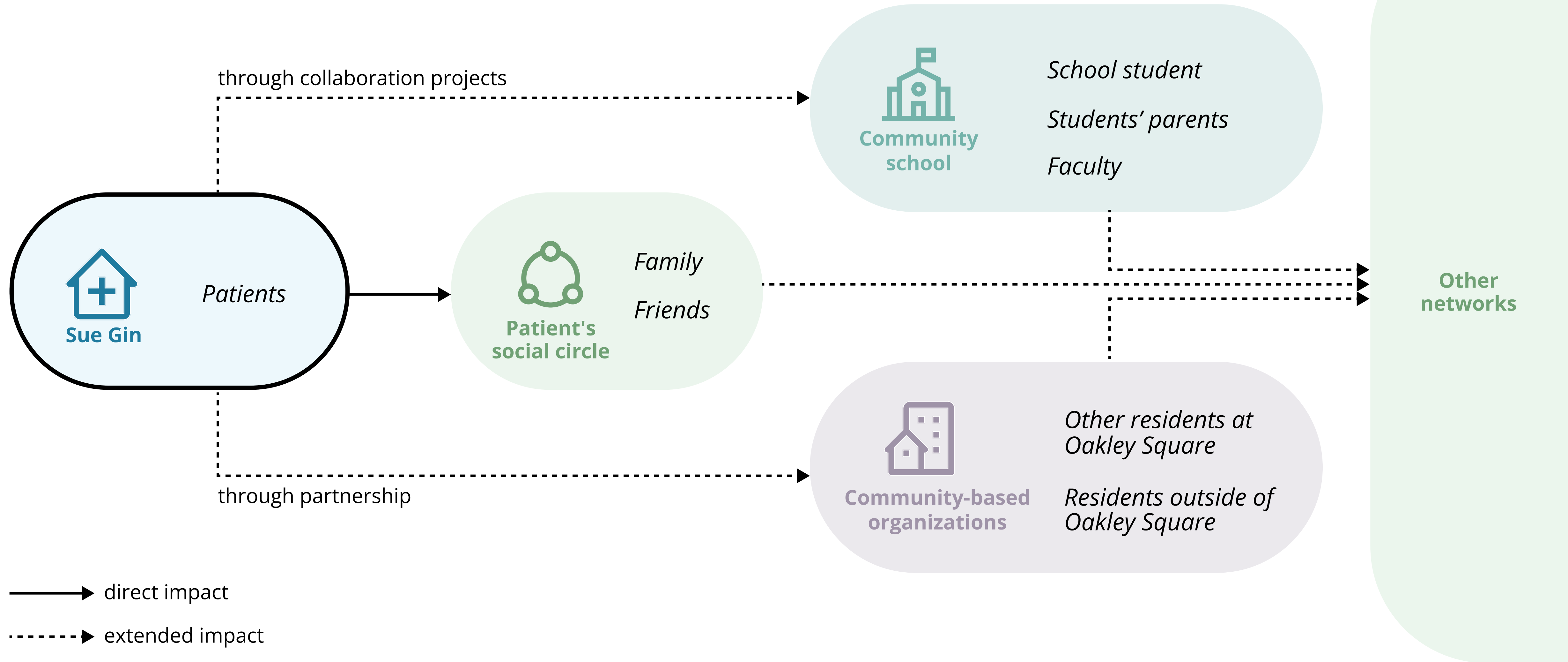
How does information about Sue Gin circulate?

Extended impact

Patients, including residents and non-residents of the Oakley Square apartments, are primarily informed about the Sue Gin Clinic through word of mouth from different sources like other residents, previous residents, family, friends, and staff from other health programs.

We consider this as a unique extended impact of Sue Gin because the clinic is rooted in the region and is connected to people's other aspects of life.

How Sue Gin extends its impact



How it impacts patient experience

Before patients decide to book an appointment...

Awareness

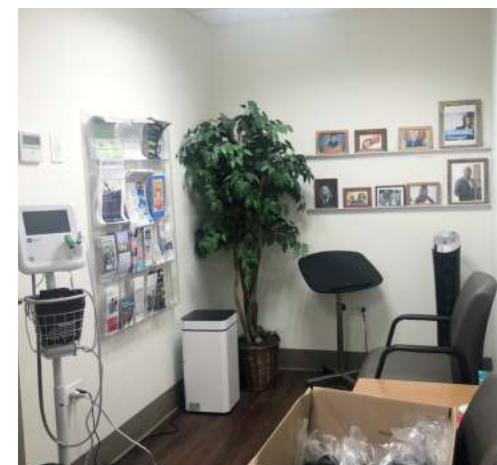
Aware of the existence of the clinic

Evaluation

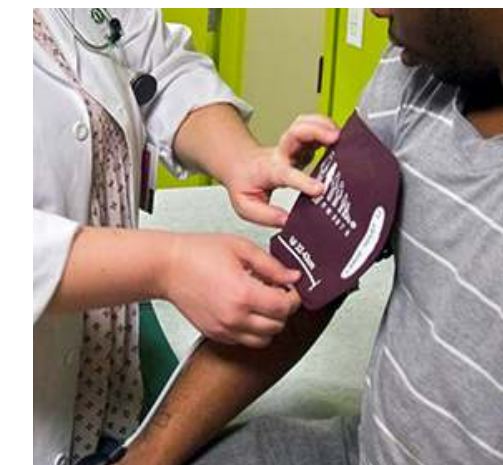
Collect information and evaluate if the clinic is a fit for me



Access



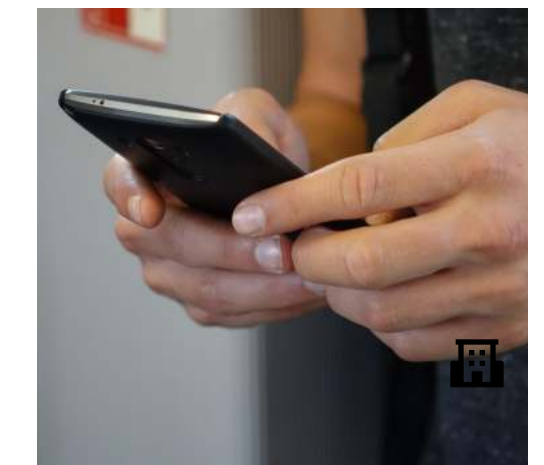
Arrive



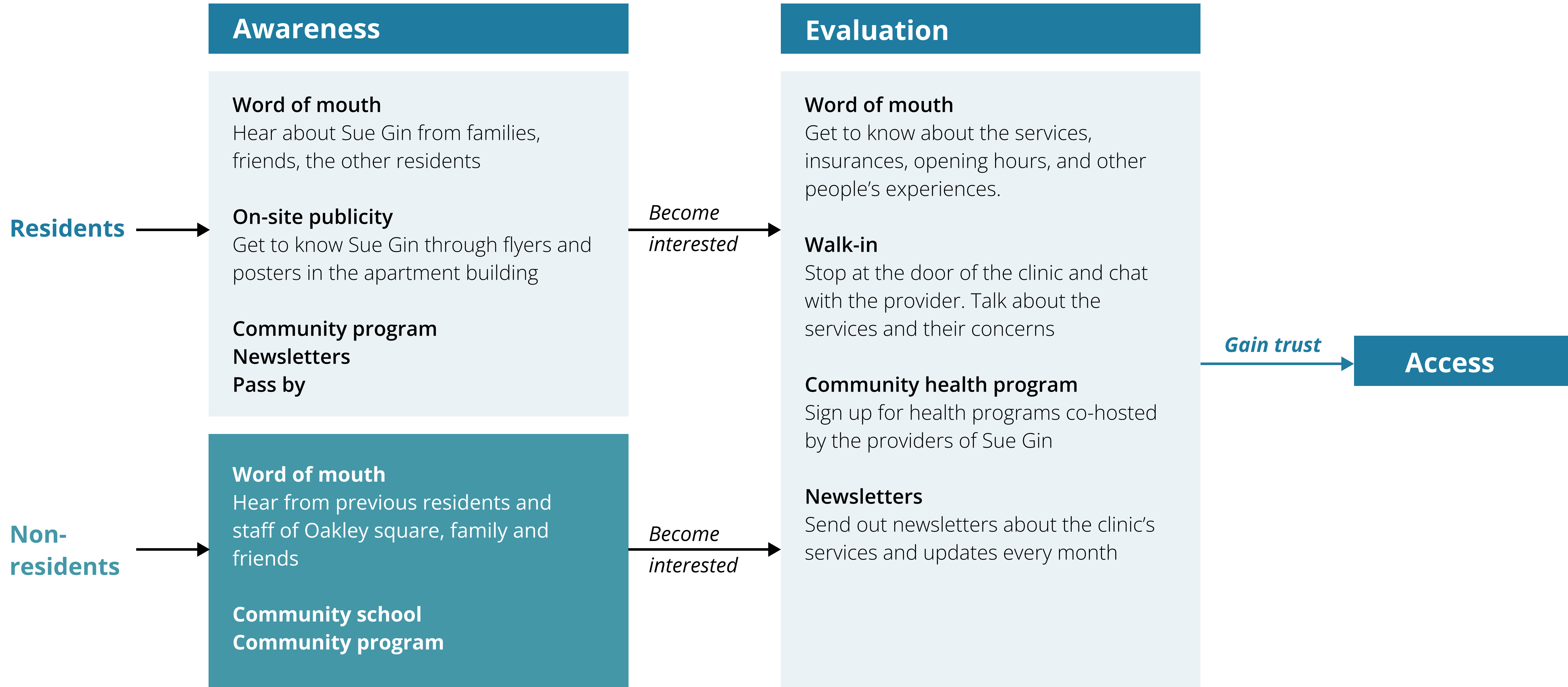
Encounter



Wrap-up



Follow-up



Summary

Residential space

The clinic offers an extremely accessible one-stop experience that serves the various needs of the patients. The shared space works as a great medium to communicate with the residents.

Extended impact

Sue Gin's partnership allows it to influence the larger communities. The words from acquaintances and personal involvement through community events make people trust the clinic before their first visit.

Nurse staffing


Nursing students play a key role in increasing clinic capacity and supporting clinic innovation. Student schedules also greatly influence clinic operations.

Flexible medical service

Because Sue Gin appointments are not time-bounded and the clinic is very accessible, patients can easily go to providers for both brief questions and multiple health concerns.

Interpersonal relationship

Sue Gin's providers have more touch points with patients than traditional clinics. Providers are able to understand the context of patients' life and how it affects their health.



Sue Gin provides unique patient experience through...