

From Vision to First Patient: Developing a New Model in Ambulatory Care Delivery



Freed Associates partnered with a large medical group to envision a new model for ambulatory care delivery. The model was based on the concept of a medical destination and delivered by medical home-based care teams, to provide patients and the community with quality, accessible, and convenient healthcare. The client's mission was to advance the health of the entire patient panel.

Situation

The Healthcare industry is preparing for momentous change. Healthcare delivery organizations are simultaneously faced with demands to reduce the cost of care, while improving the health of the population and the patient experience. Primary care physicians, particularly those in small practices, are challenged by a lack of resources to make necessary changes to meet these demands.

Our client, an established healthcare delivery provider, was re-assessing their ambulatory care offering, and customizing their approach for each community they serve.

Solution

The organization selected Freed Associates through a competitive RFP process to lead them through an ambulatory care model assessment, an evaluation of the marketplace in the regions they serve, and the identification of opportunities for unique service delivery to prepare them for the demands of health reform. Freed

facilitated an extensive business case process that engaged senior leadership from across the organization, resulting in a new delivery model. Performing analysis on the impact of the ambulatory model on their financials, patients, and providers, Freed worked with key stakeholders to develop a best practice model. Based on this detailed analysis, as well as Executive level presentations, the Client's Board approved the new ambulatory care model and the required funding.

Freed was asked to continue facilitating the next phases, which included developing operating and financial models, project management and subject matter expertise for the design and implementation phases. Freed organized the project into Champion teams so key stakeholders could participate in building the operating models. Freed frequently engaged the steering committee to keep senior leadership briefed and prepared to make informed decisions at every stage of work. Freed's experience with designing efficient primary care processes was instrumental to the development of the space plan and the identification of potential buildings to house the new ambulatory facility.

To support the project, Freed consultants developed a central knowledge repository where all team members could access project calendars, key documents, design decisions and issue logs. Freed's evaluation of current state processes and development of future state, in collaboration with the client team, will ensure the building design and architecture supports the new delivery model. Freed engaged the change team early on in this project so change buy-in and adoption were seamless and communications were frequent and comprehensive.

Results

The success of the project has enabled this client to prepare for changes in healthcare with a new vision for ambulatory healthcare delivery, enhancing their long-term leadership position in the communities they serve. The project team successfully developed a new model of care, obtained Board-level approval and funding to further develop the model and begin detailed design and implementation. Most importantly, the new ambulatory model will benefit patient care and improve the overall health of the communities they serve.