

**Building the Foundation
of a Successful On-Site
Clinic Program**

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Important Fundamentals Overview

- **Aligning your resources and support**
- **Clearly defining your project scope**
- **Picking the right vendor and clinicians**
- **Communicating thoroughly**
- **Understanding your role in the total program**
- **Continuing to promote and sell the program**

Making the Decision to Open the First Clinic

- **Most important that Senior Leadership likes the concept and supports the initiative**
 - Tailwind vs. Headwind
- **Must create buy-in from Operations and Finance Leadership**
 - Ideal situation is to create “pull” from Operations
- **Know your supporters and identify your skeptics**
- **Understand that you can't have all of the answers at the start of the initiative - acknowledge that fact, get started and deal with issues as they surface**

Clearly Define Your Scope

- Overall approach - do you plan to hire staff or contract for these services through a third party vendor?
- Do you want to use the program to address occupational health issues, or not? - This is a critical issue
- Do you make the clinic available to all employees - even if they haven't elected/aren't eligible for Health Insurance?
- Will the clinic be available to spouses as well?
- Will employees pay anything to use the clinic?
- Are employees required to "clock out" while visiting the clinic

Selecting a Vendor Partner

- **Clearly define your selection criteria**
- **Consider multiple firms in the selection process – organizational culture is an important component of this decision**
- **For the firm that you select, it is important that you understand their operating philosophy to avoid future areas of friction**
- **Understand the importance of data integration and include this as a key selection criteria**
- **Review contract documents ahead of time and understand how clinicians are bound to the vendor if you part ways**

Selecting Your Clinicians

- **Discuss this recruitment process with prospective vendors – understand how much say you will have in this selection**
- **Discuss your priorities and preferences with vendor for screening purposes**
- **Understand differences between Nurse Practitioners and Physicians Assistants – interview a few of each, if possible**
- **Include local management representatives in interviews and decision process**
- **Selecting the right clinician is most important for the success of your program**

Selecting the Right Location for the Clinic

- Important that clinic is located for ease of access
- Location must also offer sufficient privacy for patients
- Ideally it should be located near, but not in, high-traffic areas
- If the clinic is located too close to management's offices, some employees might be reluctant to visit
- Ensure that conversations in the clinic will be private and not easily heard by those in adjacent offices – add soundproofing if necessary
- Consider the need for small waiting area nearby

Communications Pave the Way

- **Use multiple communications channels to communicate the intent of your program and how it will work:**
 - Meetings
 - Letters and postcards to employees' homes
 - Internal e-mails
 - Posters
- **Make sure that line managers are fully briefed so that they can help explain the clinic's use to their employees – hold a special meeting with this group**
- **If possible, involve facility management in decisions regarding clinic operations to create a sense of ownership**

Building a Support System for the Clinic

- Unless you are nearby and normally available to support the clinic, recognize that you will need help with this
- Important that you cultivate local champions of the clinic
 - Facility Manager and Dept. Heads
 - Local HR and Safety representatives
 - Support staff/admins.
- Look for opportunities to recognize and thank them for their support – mention their leadership to their boss when performance appraisals are being prepared
- Share the credit for the success of the clinic – remember the old adage, “Success has many fathers, but failure is an orphan” - having many owners is a plus

Strategies to Drive Traffic to the Clinic

- **Recognize where you can add value in this process**
- **Offer on-site health assessments and encourage employees to “Know Your Numbers”**
- **Communicate frequently to keep the clinic program in front of employees**
- **Ensure that new employees receive information about the clinic when they go through orientation**
- **Consider Value-Based Benefit Design strategies and using your clinician to help introduce and explain these features to employees with chronic conditions**

Measure Results and Refine Your Strategy

- **Important that you demonstrate value of this strategy to leadership to ensure continued support for this effort**
- **Use both data and anecdotal information to demonstrate your results**
- **Identify your vendor's reporting capabilities during the selection process and begin sharing results after the first quarter**
- **Ensure that you maintain the support of local management by asking for feedback and adjusting your clinic strategy to address their needs and concerns**

Be the “Keeper of the Strategy”

- **Develop a vision for the program over the next 5 years**
- **Important that you can articulate the strategy for your On-Site Clinic program on several different levels:**
 - **to Executive Leadership**
 - **to Operations Management**
 - **to Frontline Managers**
 - **to individual employees**
- **With successive opportunities to explain the program, share additional levels of detail – don’t try to explain it all at once**
- **Involve your clinicians at every step in the process and ask for their input often**

CCBCC's Strategy – The Health Resources Program

- **Clinic focus on non-occupational health issues**
- **Open to all employees at no charge**
- **Not initially available to spouses**
- **Local management committee interviewed nurse candidates and voted on final selection**
- **Soft opening – worked out kinks and not forced**
- **Focusing on delivering high quality care and creating word-of-mouth promotion**
- **Multiple waves of communications**
- **Health Assessments offered initially on a voluntary basis – 15 – 20% participation**
- **Planning use of incentives to promote Health Assessments in future years – 2014 and beyond**
- **Great employee response – program seen as a benefit enhancement and not a cost containment strategy**
- **Looking to expand to additional locations**