

What's Up, Doc?

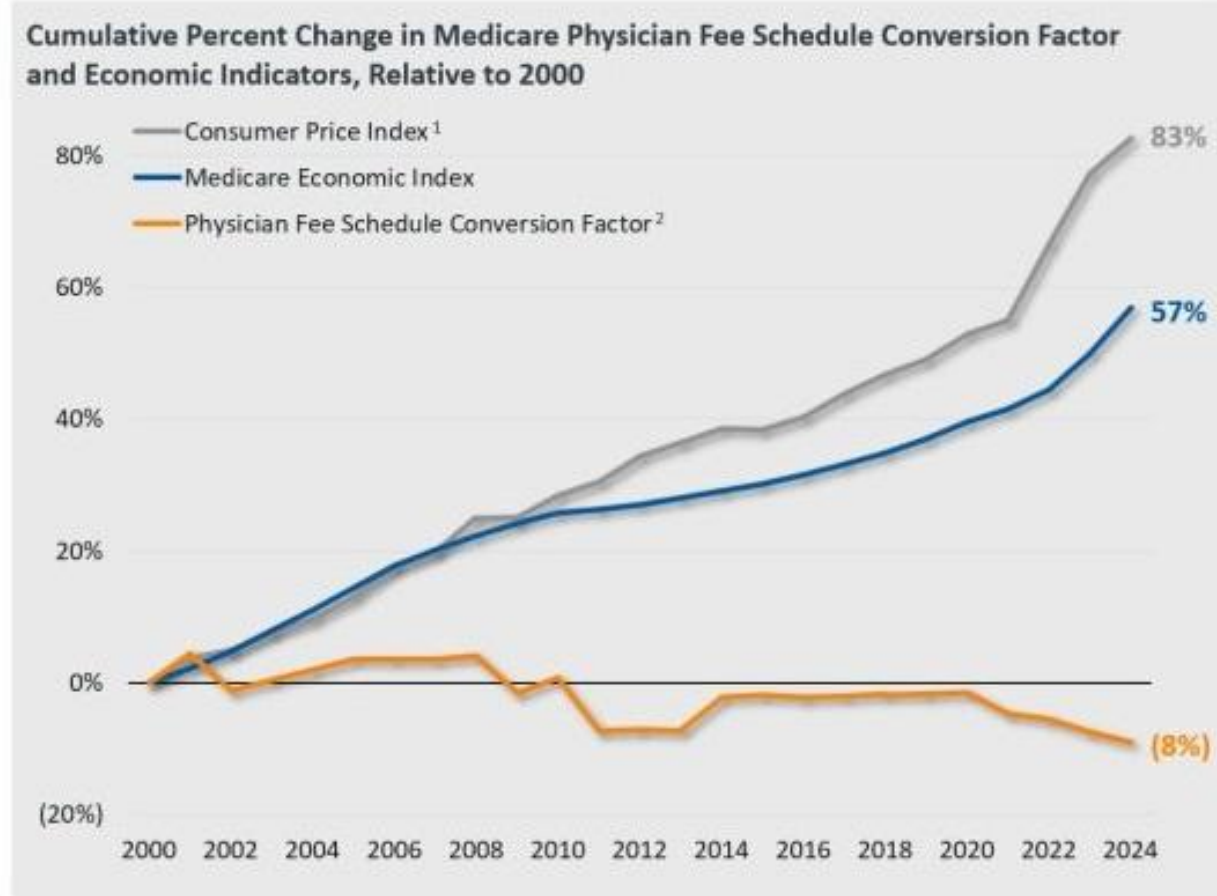
Primary Care on the Central Coast

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Why does Dignity Health
need a Medical Group on
the Central Coast?

CMS Physician Fee Schedule



U.S. Healthcare Policy Changes

- 2009 - The HITECH Act
- 2010 - The Affordable Care Act
 - Established rules for health plan coverage
 - Expanded Medicaid in California (and other states)
 - Incentivized quality
 - Increased taxes and fees, and further reduced reimbursement
 - *Little direct benefit to physicians*



Growth of our Dignity Health Medical Group

- **1997 - 2010**

- Uninsured in Santa Maria having extreme difficulty accessing primary care
- ER visits increased for non-emergency issues
- The Marian Community Clinic was founded in partnership with Marian Regional Medical Center, community leaders, and the Sisters of St. Francis

- **2011 - 2024**

- Name changed to the Pacific Central Coast Health Centers (PHC)
- Expanded to 48 locations
- 23 specialties & 2 GME programs (Family Medicine & OB/GYN)
- 185 Physicians & 80 Advanced Practice Providers (APP)
- Over 500,000 annual patient visits



Hospital Services

- Graduate Medical Education
- Bariatric Surgery
- Neurosurgery
- Neonatology
- Perinatology & OB Hospitalists
- GYN Oncology
- Gastroenterology with Advanced Endoscopy
- Neurology & Stroke Services
- Pediatric Hospitalists
- Psychiatry Consult Services
- Surgical & Ortho Trauma
- Elective Orthopedics
- Electrophysiology & Interventional Cardiology

PHC's Impact on our Local Hospitals



Marian Regional Medical Center



Arroyo Grande Community Hospital



French Hospital Medical Center

Rolling 12M, PHC employed or contracted providers accounted for:

- **46.1%** of total surgical/procedural volume at MRMC
- **31.6%** of total surgical/procedural volume at AG
- **34.5%** of total surgical/procedural volume at FHMC

U.S. Physician Enterprise Growth

- Nearly 80% of U.S. Physicians work for a hospital or corporate entity¹
- Consolidation and employment were accelerated during the COVID-19 pandemic, and have continued
- Competition for physicians and APPs is diverse



Walgreens



¹<https://www.beckershospitalreview.com/hospital-physician-relationships/nearly-80-physicians-now-employed-by-hospitals-corporations-report-finds.html>

Primary Care Shortage

Why is there a National Primary Care Shortage?

- Aging population with chronic conditions increases demand
- Limited residency slots impacts supply
- Burnout with increased administrative/non-clinical tasks, lack of behavioral health resources, and declining reimbursement
- Distribution disparities that impact non-metro areas
- Cost of education and lower relative wages

Physician Departures 2023 & 2024 thru September

- 24 Physicians left PHC in 2023 (17) & 2024 (7 thru September)
 - 13/24 (54%) were primary care physicians
 - 8 contract expirations we elected to not renew (3 left the area)
 - 8 out-of-area relocations for additional family support
 - 3 PCP transitions to local concierge care practices
 - 3 retirements
 - 1 transition to a local, partnered private practice
 - 1 death

Physician Recruitment 2023 & 2024 thru September

- 27 Physicians joined PHC during the same time period
 - 8 Primary Care
 - 7 Surgeons
 - 7 Medical Specialists
 - 4 OB/GYN
 - 1 Urgent Care



Supporting Primary Care

- RN Navigators
 - Registered nurses assigned to specific PHC primary care offices
 - Address needs for complex patients and act as an advocate for patients when necessary
 - All offices now have coverage
- STAAR Program (**S**upport **T**eam for **A**ccess and **A**fter-care **R**esources)
 - Team of clinicians dedicated to filling short-term patient needs
 - Follow up appointments for hospital stays and ER visits
 - Targeted toward those at high risk of readmission, but also provide urgent primary care appointments
 - Scheduling over 150 visits per month

Supporting Primary Care

- Prescription eFill Service
 - Team of pharmacists and pharmacy technicians dedicated to reviewing all inbound prescription refill requests
 - Most primary care refill requests can be addressed and refilled much faster when not requiring prescriber review
 - Pilot program started in 2023 with 7 locations, and is now live in all PCP offices
 - Saves providers 4-6 hours per week
 - Major provider and patient satisfier

Supporting Primary Care

- Access Advanced Practice Providers
 - APPs dedicated to providing direct support to the other clinicians in the office
 - Inbox review and tasks
 - Short-term follow up appointments
 - Patient advocacy and facilitation of specialty referrals
 - About 40% of time is spent on clinical administrative tasks

Thank you.

