

# Applying a Clinical Microsystems Approach to Improving Colorectal Cancer Screening in a Community Health Center



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#### Problem

- Colorectal cancer (CRC) is the second most common cause of cancer death in the United States<sup>1</sup>
- More than half of all cases are attributable to modifiable risk factors and could be mitigated by appropriate screening and surveillance<sup>2</sup>
- Massachusetts led the nation in CRC screening (CRCS) rates in 2020<sup>3</sup>
- Wide disparities in CRCS exist based on income level and insurance status
  - 70% of patients >200% FPL vs. 55% <100% FPL<sup>1</sup>
  - 74% of patients w/ private insurance or Medicare vs. 30% uninsured<sup>1</sup>

### Setting

- Duffy Health Center is a federally qualified community health center, specializing in care for people experiencing homelessness in Hyannis, Massachusetts
- Duffy Health center is a participant in a Massachusetts
  Department of Public Health/Massachusetts League of
  Community Health Centers' Learning Collaborative\* to
  promote improvements in CRCS in low-income populations
  \*Learning Collaborative is sponsored and funded by the Centers for Disease Control.





#### Aims

#### **Global Aim:**

Sustainably improve Duffy Health Center's CRCS rate by use of maintainable workflow development, staff training, removal of barriers, patient education, and use of data systems for health interventions

#### **Specific Aims:**

- Improve Duffy Health Center's overall ordered colonoscopy completion rate to 20% by Dec 31, 2022
- Improve Duffy Health Center's follow-up colonoscopy completion rate to 50% within 6 months of a positive FIT test by Dec 31, 2022

#### Methods

Utilizing the clinical microsystems framework set forth by Nelson et al in *Quality By Design*<sup>3</sup>, we:

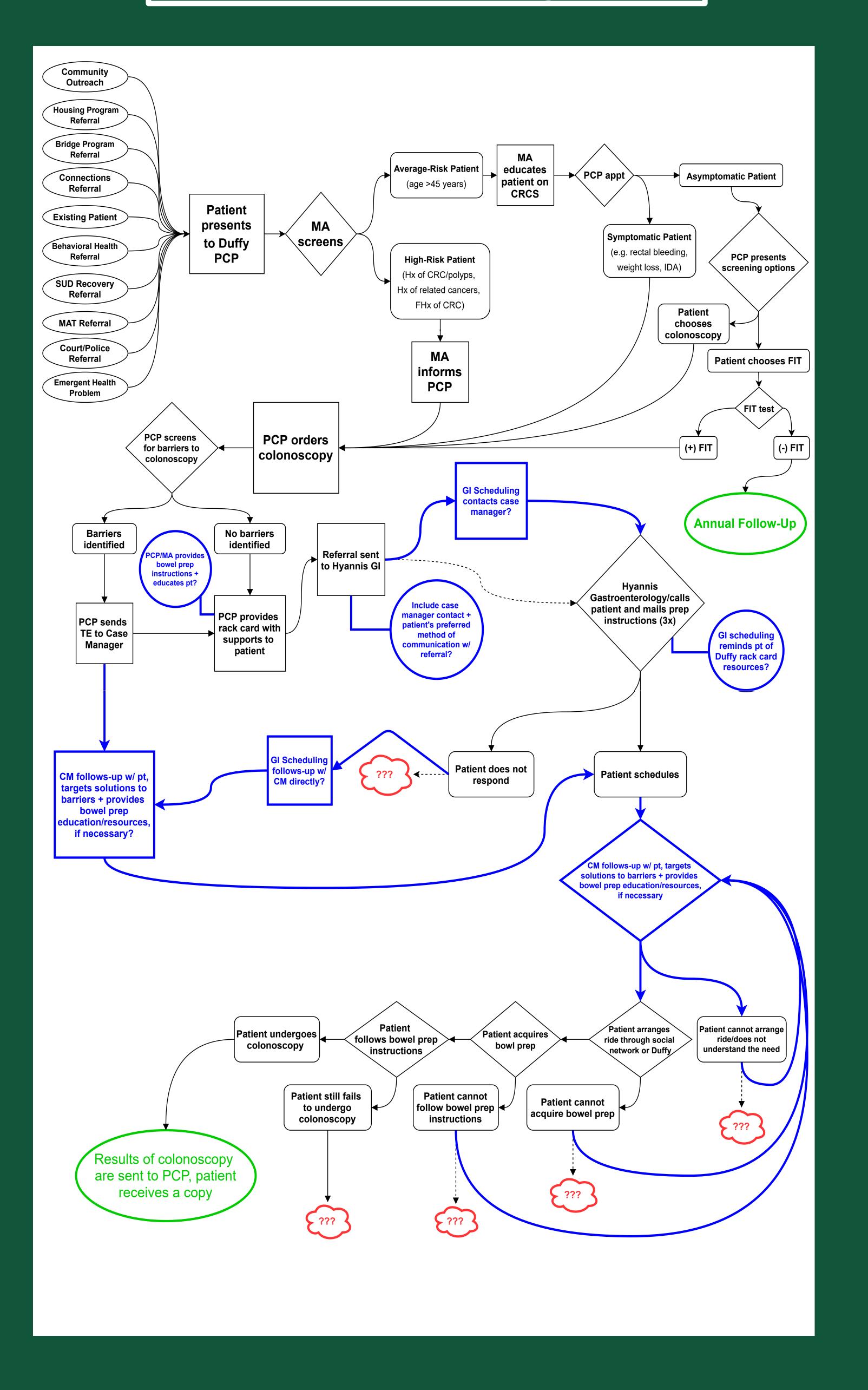
- Defined our microsystem of focus: Duffy Primary Care
- Mapped the anatomy of the process we sought to improve
- Identified areas ripe for improvement via fishbone diagram
- Implemented simple, standardized changes to the process
  Tracked and measured progress for future augmentation



#### Action Plan

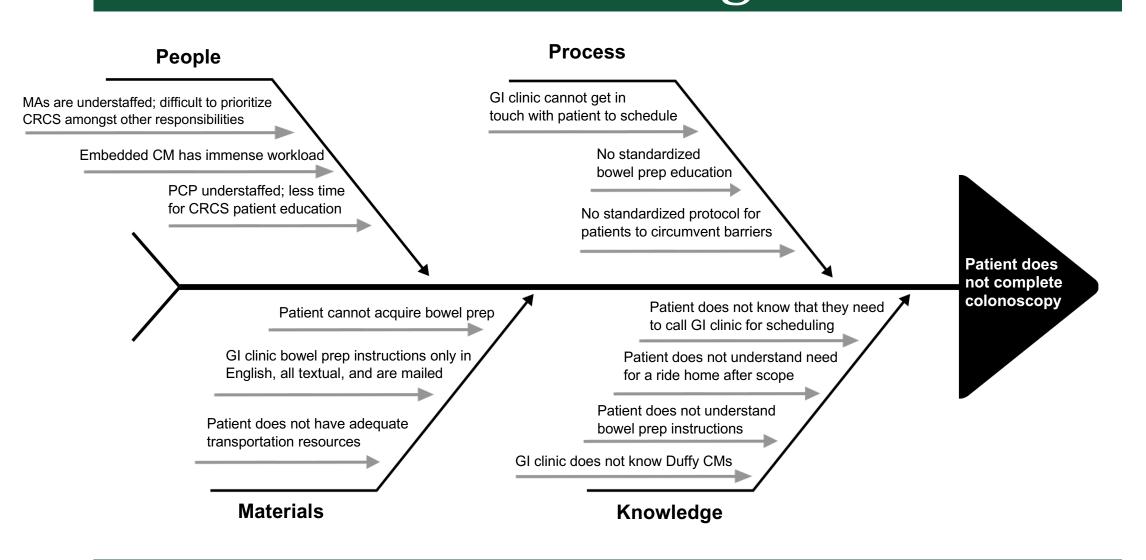
- 1. Shadow Duffy PCPs during clinical encounters with patients requiring CRCS.
- 2. Conduct interviews with Duffy referrals and local GI specialists and their office staff to identify challenging patterns in the referral/scheduling/procedure process associated with Duffy patients.
- 3. Survey and interview Duffy patients who have colonoscopies/are referred to colonoscopy to identify common barriers to colonoscopy.
- 4. Meet with Duffy QI and PCP staff to generate a fishbone diagram and process map for the colonoscopy process.
- 5. Standardize the existing barrier screening protocol for long-term, seamless implementation into referral process.
- 6. Augment referral process by including a form with embedded case manager contact info as well as preferred patient communication styles in the faxed referral forms.
- 7. Develop patient education tools to enhance patient competency in coordinating their procedure and completing their bowel prep.
- 8. Track and measure progress.

## Process Mapping

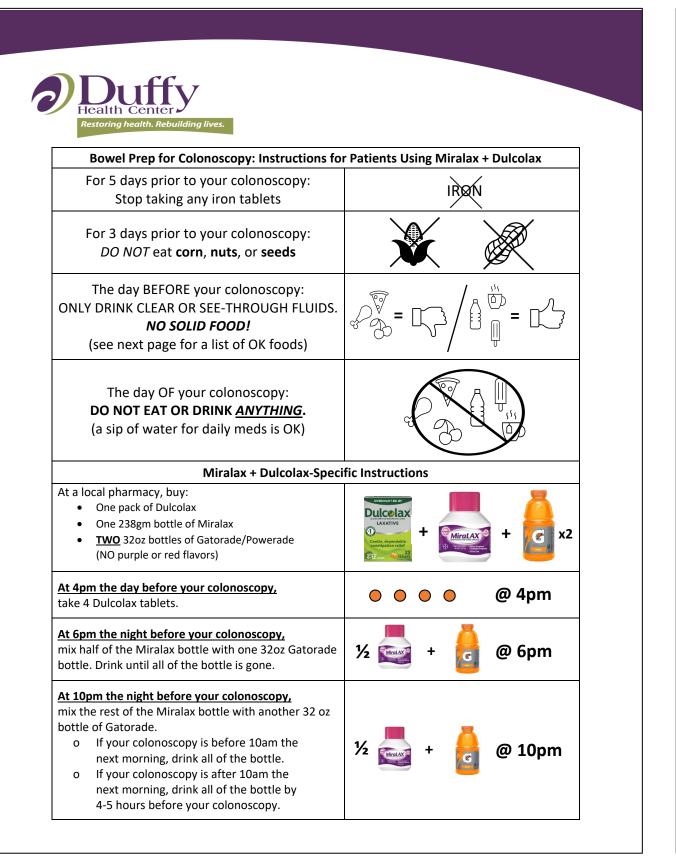


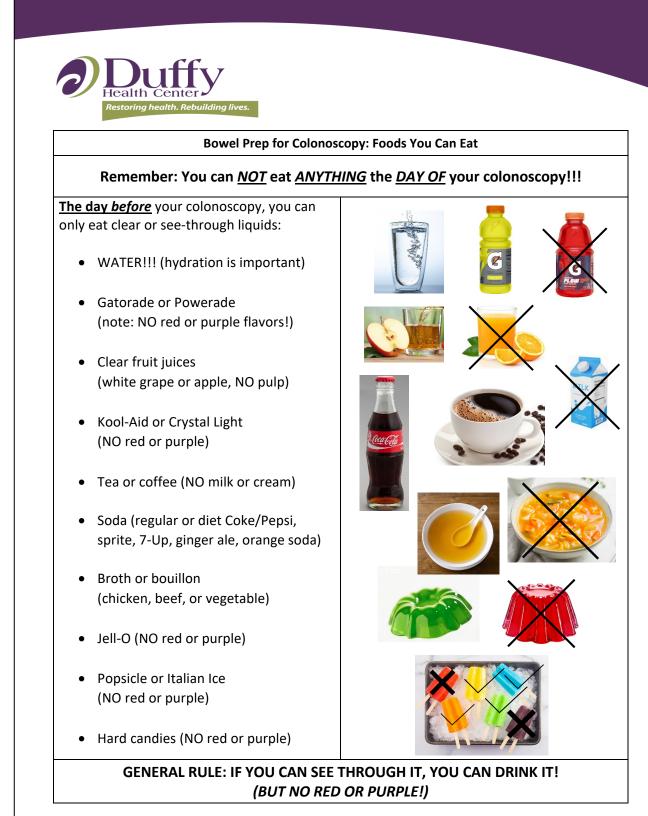
## Scan for References Scan for References

## Fishbone Diagram

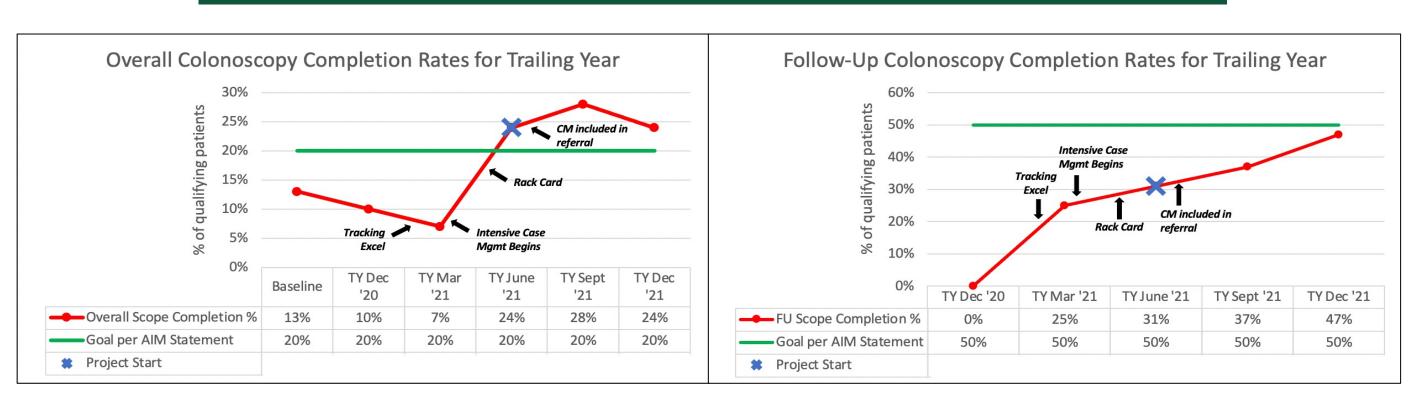


### Patient Education Tools





#### Results



## Lessons Learned & Next Steps

#### **Lessons Learned**

- Sustainable improvement requires time and momentum
- Implementation is as much an art as it is a science
- Walking through a process like a patient reveals simple opportunities for improvement that might be otherwise missed when viewing the system from above

#### **Next Steps**

- Fine-tune the implementation of patient education tools
- Work with incoming CHWs/MAs to establish a standardized process for patient education as it relates to CRCS
- Continue developing partnerships with local GI specialists to strengthen the pipeline between Duffy and specialists