

Advancing Health Together

Duke Primary Care
Fiscal Year 2020 and 2021 Report



A Message from Leadership

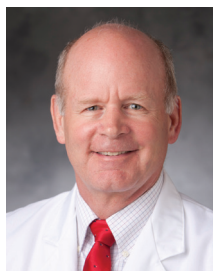
This past year has been especially challenging for Duke Primary and Urgent Care. The effects of COVID-19 have strained our health system, our local communities, and our loved ones. We have faced significant issues related to resource allocation, staffing shortages, and patient care. Through all of this, our team has maintained the highest degree of professionalism and compassion. We have used our improvement system to develop new and innovative countermeasures, and we have relied on each other to provide the needed support to our team members. Our team's resilience and steadfast commitment to our patients, their loved ones, and each other has been truly commendable.

We are honored to introduce our Fiscal Year 2020 and 2021 Report that highlights a selection of the many accomplishments and successes we have enjoyed in recent months. This report showcases a series of our network's activities and initiatives that have impacted our team members and the patients who trust us with their health and well-being.

In a year like no other, we celebrate Duke Primary and Urgent Care. We could not be prouder of each team member for contributing to our success over the past year. Thank you for caring for our patients, for sharing your clinical and professional expertise, for exhibiting compassion during times of celebration and stress, and for supporting the communities in which you live and work.

As we look back, let this report be a reminder of just how much we can accomplish together. We thank every member of our team for being a part of the Duke Primary and Urgent Care network and for living our values every day.

With gratitude,



A handwritten signature in black ink that reads "John".

John Anderson Jr., MD, MPH
Chief Medical Officer



A handwritten signature in black ink that reads "Liz".

Elizabeth Long
Chief Operating Officer

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Duke Primary and Urgent Care has clinics in 17 communities.

Apex	Henderson	Mebane	Wake Forest
Cary	Hillsborough	Morrisville	Zebulon
Chapel Hill	Holly Springs	Oxford	 Urgent Care
Creedmoor	Knightdale	Pittsboro	 Primary Care
Durham	Louisburg	Raleigh	



Expanding our reach

Duke Primary Care focused on increasing visibility and expanding health care access for individuals and families. By building capacity, the network can continue to serve more patients in the Greater Triangle region.

DPC welcomed **134** new physicians, physician assistants, and nurse practitioners to our provider team, bringing our total to nearly **400** providers and allowing the network to see more patients in the communities we serve.

“The Triangle is experiencing exponential growth, particularly for young families. There is a growing need for pediatric behavioral health, and we are adding resources to make Duke Primary Care a trusted source of support.”

Kitty O'Hare, MD

*Regional Medical Director of Pediatrics
Physician, Duke Primary Care Pediatrics at Holly Springs*

We grew our network of practices and providers.

Duke Primary Care invested in six new practices to serve patients in Raleigh, Morrisville, Chapel Hill, and Durham.

- DPC Leesville opened Sept. 2020.
- DPC Arringtondon opened Oct. 2020.
- DPC Sage Road Internal Medicine opened Oct. 2020.
- DPC Sage Road Pediatrics opened Oct. 2020.
- Duke Urgent Care Falls Valley opened Nov. 2020.
- DPC Riverview (formerly Durham Medical Center) relocated May 2021.

We built a new healthcare partnership.

In Aug. 2020, Duke Primary Care announced its partnership with One Medical, a national, membership-based primary care organization designed to provide greater patient accessibility through a technology-powered care model. Over the next five years, DPC and One Medical will open primary care sites around the Triangle.

We activated new pediatric services.

We now offer pediatric services at select Duke Urgent Care clinics: DUC Brier Creek, DUC Croasdaile, and DUC South. DUC's long-term goal is to spread the service to all nine of its practices.

Considering the growing need for pediatric behavioral health, our team also added a licensed clinical social worker and behavioral health care manager at Durham Pediatrics to conduct behavioral health screenings and treatments.

*Some photos in this report were taken before the COVID-19 pandemic.
Duke Health encourages everyone to follow the appropriate public health precautions, including wearing a mask.*

Navigating a global pandemic


At the beginning of 2020, no one thought we would have to live and work through a pandemic of an infectious disease called COVID-19. As we continue to push forward, our team is working to support our community and meet patients' special needs for testing, care, and vaccination.

We developed strategies to care for people with COVID-19.

As the number of COVID-19 cases spiked in spring 2020, the network established an operations team to handle the special needs of these patients. This team worked tirelessly to ensure everyone had access to necessary personal protective equipment (PPE) while also meeting the guidelines established by the Centers for Disease Control and Prevention.

Duke Primary Care operated testing centers at four locations: Willard Street in Durham, the GC lot near the Duke University Hospital campus, DPC Arrington in Morrisville, and Duke Raleigh Hospital.

The care team had to navigate many unknowns and develop standard work practices that did not exist. Our entire healthcare network took an all-hands-on-deck approach, and hundreds of team members volunteered to pick up shifts to cover these large patient volumes. Thanks to our team's flexibility and dedication to the mission of helping patients, we were able to serve up to 500 people a day.



COVID-19 by the numbers*

- 114** clinical and support staff recruits
- 68** respiratory care clinic visits per day (on average)
- 58,975** video visits
- 107,512** phone visits
- 38,077** vaccines administered

*These figures reflect various timeframes between January 2020 and June 2021.



The DPC Croasdaile team received food donations from a restaurant in Durham.

We partnered with community vendors to support our frontline staff.

Local restaurants and vendors paid it forward by offering a variety of donations to Duke Health teams, including our own providers and staff. Donations included hot meals, snacks, cases of water, and other supplies.

Performance improvement specialist Delaney Thomas worked with health system colleagues to coordinate deliveries and pickups, and regional and network leaders lent their hands to loading and unloading the donated items. On average, the team received 25 to 50 donations at a given time.

“The COVID food and supply drive really became a health system-wide initiative that involved everyone from direct staff all the way up to the leadership level,” says Delaney. “We’re grateful for the outpouring of support we received from the community.”

Many thanks to our community partners for their generous efforts in helping to support our team members.

We converted select practices to respiratory care clinics.

With the rise in COVID-19 cases, DPC developed a longer-term strategy to mitigate the spread of infection and centralize the care of patients with symptoms of respiratory illness. That approach led to several primary and urgent care practices temporarily evolving into respiratory care clinics, which helped serve as a buffer between patients coming for well checks or minor illness or injury and those patients who needed to be seen for potential COVID-19 infection.

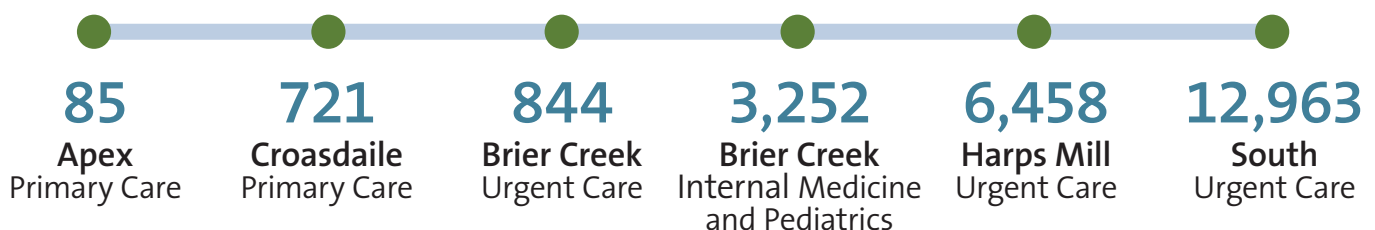
“Thanks to our team members’ willingness and dedication to serve our community, we were able to change our operations and set up the RCCs quickly and efficiently,” says Ann Dorsey, MD, regional medical director and urgent care physician at Duke Urgent Care.

We transformed the way we provide care.

Duke’s telehealth platform created a pathway for patients to be seen by video, protecting them as well as clinic staff from potential COVID exposures. Virtual care started with urgent care visits, quickly spread into pediatrics, then went live in primary care in May 2020.

“As a result of the pandemic, there’s been an increasing comfort with virtual visits, and I continue to hear much gratitude from patients about having this option available,” says Mony Mehrotra, MD, medical director for telehealth services.

Number of patients seen at respiratory care clinics





Providing the highest quality of care

This year, we increased our capacity to serve a variety of patient populations and aimed to provide the highest quality of care to individuals and families.

757,154 patient encounters

Duke Primary Care takes a holistic approach to provide value-based care. Our team-based model looks to maximize quality and clinical outcomes through new and innovative programs that result in shared savings.

We implemented innovative approaches to care for our patient populations.

Population Health

Our Population Health team initiated a pharmacy program and embedded pharmacists into four additional primary care practices; we relaunched the behavioral health program and provided enhanced care for patients with mild to moderate anxiety and depression; and we introduced pediatric licensed clinical social workers into our clinics to support our lactation program and other treatment efforts. In addition, our network's population health nurses and diabetes educators continued to address the healthcare needs of specific patient populations.

- **Pharmacists** provide comprehensive medication management for patients with chronic health conditions such as diabetes, hypertension, and coronary artery disease. Additionally, they complete proactive population health outreach targeting and identify medication-related gaps in care.
- **Behavioral health care managers** support medication management, facilitate communication with the psychiatric consultants regarding treatment changes, and offer frequent patient touch points while providing virtual care. They also round with the psychiatric consultants as part of our treat-to-target, collaborative care model.
- **Licensed clinical social workers** focus on evidence-based treatment modalities to offer short-term, treat-to-target counseling for patients with behavioral health needs.
- **Adult population health nurses** focus on providing annual wellness visits to eligible patients, which increases safety, reduces care gaps, and improves provider access. They also offer chronic care management and advanced care planning. **Pediatric population health nurses** support newborn visits, manage high-risk referrals, coordinate care for high-risk patients, and offer lactation counseling.
- **Diabetes educators** empower patients to make effective lifestyle changes for diabetes self-management and improved quality of life. They also help patients with diabetes or prediabetes develop problem-solving skills and sustain behaviors needed to prevent complications associated with elevated blood sugars.

Chronic Care Management

From Jan. to June 2021, 150 patients have enrolled in our chronic care management program. Patients who experience chronic illness, such as arthritis, depression, diabetes, and high blood pressure, work with expert clinicians for assistance meeting health goals.

Hierarchical Condition Category Coding

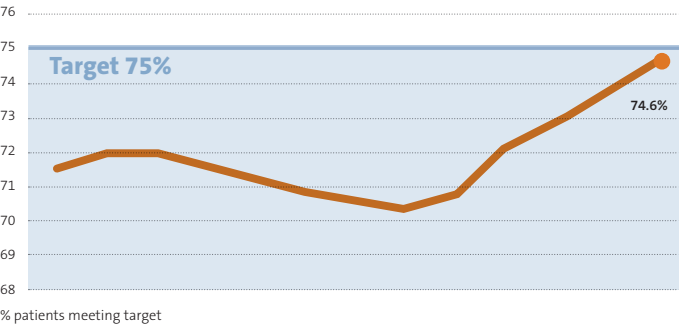
We significantly improved our coding strategy to track metrics and ensure accurate report-outs. We closed 77 percent of risk-adjustment factor gaps for primary care patients, and we are partnering with urgent care colleagues to keep pace with this quality improvement work.

Hypertension Improvement

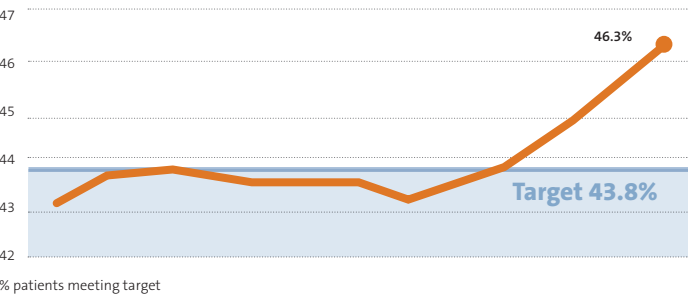
We designated champions in each clinic to help improve our hypertension metric. Hypertension champions worked directly with providers to aggressively treat patients and identify those who live with high blood pressure. Since implementing this initiative, our hypertension metric rose to 74.6 percent by the end of fiscal year 2021, an increase of more than four points from Jan. 2020 to July 2021. Our goal is to make this an ongoing, network-wide initiative.

Quality Metrics

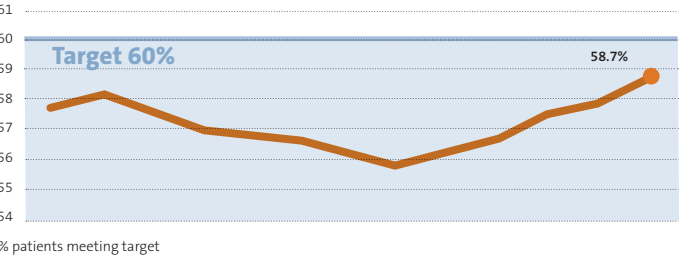
Hypertension



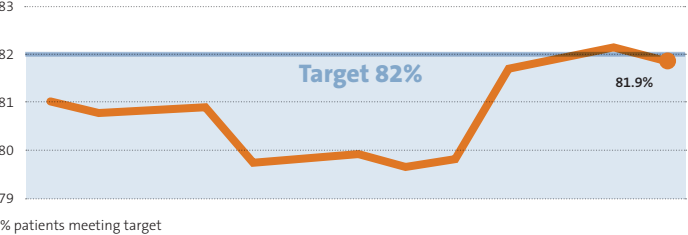
Diabetes Composite



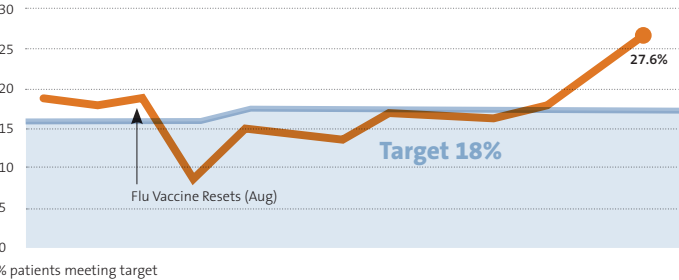
Cardiovascular Composite



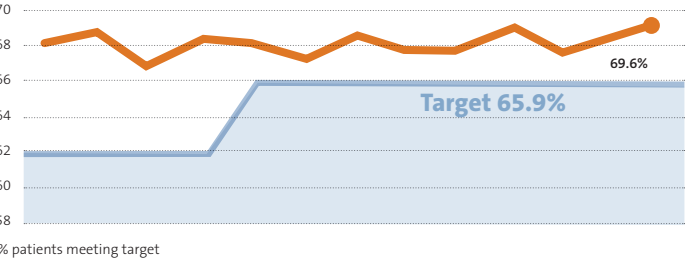
Colon Cancer Screening



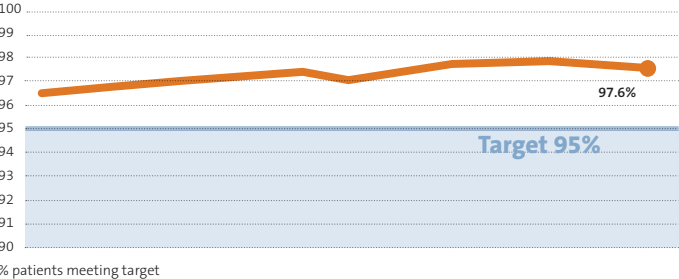
Asthma Composite



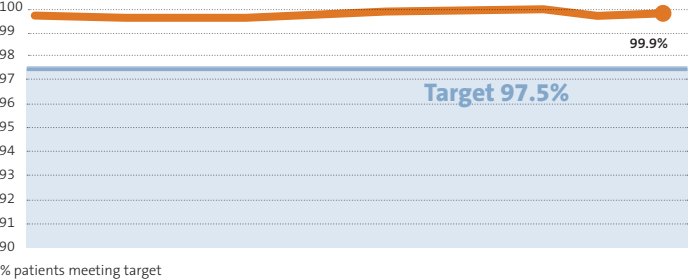
Vaccine Composite



Antibiotic Stewardship Urgent Care - Adult URI



Antibiotic Stewardship Urgent Care - Pediatric URI



We identified opportunities for improvement and scaled several key program initiatives.

At Duke Primary Care, we look for ways to continuously improve our processes and implement countermeasures that benefit both our patients and team members.

Medication Labeling

The Duke Urgent Care Knightdale team piloted a pre-printed medication labeling process to help improve Joint Commission preparedness and adherence to standard work.

“I am incredibly impressed by how quickly and easily the team has implemented this labeling strategy,” says Duke Urgent Care regional medical director and nurse practitioner Julie Baker, FNP-C. “This process has saved us time and removed barriers to help us improve overall drug safety.”

Thanks to the team’s successful plan-do-study-act (PDSA) approach, this process has been shared with various clinical operations leaders and has been used by several other practices.

E-Communications

Electronic Communications became a more formalized advice system between primary care providers and Duke specialists. Through this tool, providers can consult with a range of specialists for help managing simple patient cases. Since the implementation of e-communications, more than 20 specialties have utilized the system, and we have ordered nearly 500 consults per month.

Fast Pass

Duke Primary Care went live with the Fast Pass and Waitlist program in May 2021. The automated, patient-centered system has improved utilization of unused appointment slots. Additionally, Fast Pass has helped to increase overall patient satisfaction and enhanced access to our providers.



Researchers at DPC

Duke Primary Care is on a journey to become a high functioning, learning healthcare organization. This year, we published five research articles to showcase the real “boots on the ground” clinical work we’ve accomplished.

“The work that DPC is doing is extremely important to our clinical practice,” says Kevin Shah, MD, associate chief medical officer of operations and physician at Duke Primary Care South Durham. “And the continuous focus on shared learning is integral to the success of our healthcare teams.”

Kevin Shah, MD; David Halpern, MD; John Anderson, MD; and Jonathan Woodall were featured in a series of publications.

- *Journal of the American College of Radiology*
- *Journal of General Internal Medicine*
- *Telemedicine and E-health*

We continued to strive for organizational excellence.

Our work is deeply rooted in our organizational values of diversity, excellence, integrity, safety, and teamwork.

Lean Management

Lean management is a process improvement methodology that optimizes resources to add customer value and help shape standard work practices. More than 100 team members attended DPC's lean management trainings, which provide a foundation for coaching and help generate ideas for continuous improvement. Additionally, we established a Lean Mentorship Program to develop coaching capabilities and further embed lean principles in our management approach. This year, 13 cohorts graduated from the program.

Patient and Family-Centered Care

The Patient and Family Advisory Council (PFAC) is comprised of patients, family members, and network leaders whose goal is to identify and co-design improvements to enhance care and services for all patients. Over the next year, the PFAC will focus on recruiting patients and family members to build a team representative of the diverse community we serve.

Rural Track Training Program

Duke Primary Care Oxford and Duke's Department of Family Medicine and Community Health developed a new Rural Track Residency to give residents the experience to work in rural communities, which may have limited access to high quality care. Duke Primary Care's long-term goal is to help bring more inclusive resources to these areas.

Measures of Patient Experience

94% of primary care patients who responded said they would recommend Duke Primary Care to others.

91% of primary care patients who responded rated their provider a 9 or 10 out of 10.

85% of urgent care patients who responded said they would recommend Duke Urgent Care to others.

Pickett Road's Residency Clinic

This year, 24 residents—including eight interns, eight second-year students, and eight third-year residents from Duke's Division of General Internal Medicine—spent time learning and performing hands-on outpatient work at Duke Primary Care Pickett Road.

Virtual Primary Care Grand Rounds

At the height of the COVID-19 pandemic, Virtual Primary Care Grand Rounds launched. A partnership between Duke Primary Care and the Department of Family Medicine and Community Health, the virtual series offers evidence-based care strategies and gives primary care providers a space for meaningful conversations centered around patient care. Over the past year, Grand Rounds has grown to an average of 125 providers per call.



We developed resources to support patients and teach the next generation of caregivers.

In addition to clinical care, Duke Primary Care is devoted to teaching and research. Over the past year, we have offered teaching opportunities to more than 330 learners across the health system. Our network continues to invest in a multitude of programs to help expand providers' knowledge and improve patient care.

Primary Care Transformation Fellowship

This two-year training program helps physicians and physician assistants study trends in population health and develop initiatives to improve healthcare outcomes in the community.

- **Tracy Christ-Clement, PA-C**, of Duke Urgent Care Knightdale implemented urgent care services in a primary care practice.
- **Catherine Isaac, MD**, of Duke Primary Care South Durham developed strategies to reduce burnout and improve resilience amongst providers.
- **Brian Shaner, MD**, of Duke Primary Care Croasdaile screened high-risk disease populations to identify patients who would benefit from mental health collaborative care.
- **Ashley Voss, PA-C**, of Duke Urgent Care Harps Mill focused on offering walk-in primary care services in urgent care clinics.

Excellent Educator Award

Established in 2020, this award is given monthly to a provider within Duke Primary Care or Duke Urgent Care who exemplifies the highest ideals of a clinician-educator. We are looking to highlight and honor those individuals who are enthusiastic and gifted teachers. Students, staff, and provider colleagues can nominate a provider.

- **Christina Anderson, MD**, DPC Blue Ridge
- **Yvonne Berstler, MD**, DPC Butner-Creedmoor
- **Eric Buenviaje, MD**, DPC Oxford
- **Cathy Del Buono, ANP-C**, DPC Creedmoor Road
- **Anita Pisharody, MD**, Triangle Family Practice
- **James Smith, MD**, DPC Croasdaile



Caring for our team members and community

At Duke Primary Care, we believe in building an inclusive culture that benefits everyone. This year, we invested in a variety of initiatives and programs to support the health, wellness, and diversity of our team.

“Being able to talk about things happening within our communities and the health system has been extremely impactful. While we continue on this journey to equitable care, I look forward to continuing to build a network of people committed to diversity.”

Katie Bloedau, RN

Co-chair, Diversity, Equity, and Inclusion Council
Nurse Manager, Duke Primary Care Meadowmont

We supported our incredible team of providers and staff.

Diversity, Equity, and Inclusion Council

George Floyd's murder in May 2020 led many organizations, including Duke Primary Care, to examine opportunities to enhance our commitment to diversity, equity, and inclusion. The DEI Council was created in fall 2020, and now more than 60 members across a variety of roles and teams make up the council. The goals of the DEI council are to lead our network-wide efforts to knock down arbitrary, subtle barriers to equal opportunity in Duke Primary and Urgent Care; enhance psychological safety so we can be honest about implicit biases and unconscious stereotypes; and educate all of us about opportunities to respect and improve our team members', patients', and visitors' unique experiences.



The DPC Butner-Creedmoor team hold signs in solidarity against racism.



In late 2020, team members throughout the network helped organize a food drive to support their colleagues in need.

Provider Wellness and Resilience Committee

We established a committee to help foster a culture of clinician wellness and give providers the chance to share ideas and resources that build resiliency. Much of the committee's work is based on research about burnout and wellbeing from the Duke Center for Healthcare Safety and Quality.

Reach Out and Read Program

This national, evidence-based program promotes literacy in children. Through reading, young children can improve language acquisition and early brain development. Reach Out and Read has been around for decades, and this year we obtained funding to sponsor the program. Now, we are implementing the initiative at practices throughout the network.

Gun Safety Program

This initiative helps to promote firearm safety within Duke Primary Care Pediatrics. Our primary care teams have compiled toolkits, created webinars to train colleagues, and established an ongoing partnership with the Durham County Gun Safety Group.

Employee Awards and Milestones

Thank you for your service to Duke!

Congratulations to our team members who are celebrating a career service milestone of 30 years or more.

40 Nancy Shambley, Human Resources Specialist at Administration

35 Douglas Clark, MD, Physician at Durham Pediatrics

30 Renee Elliott, Medical Assistant, Certified at DPC Henderson

Deborah Pegram, Medical Assistant, Certified at DUC Harps Mill

Best wishes to the providers who have retired after serving our community.

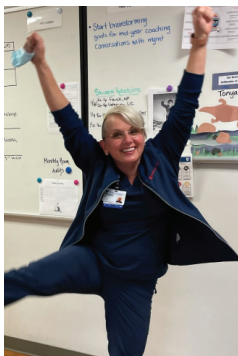
Daniel Crummett, MD, at DPC Hillsborough

Carlos Sotolongo, MD, at Triangle Family Practice

Kimberly Yarnall, MD, at DPC Blue Ridge

Congratulations to the Duke Primary Care nurses who were recognized by Friends of Nursing!

The Friends of Nursing Excellence Award is among the highest honors a Duke Nurse can receive. We are proud to celebrate the incredible nurse who won an award as well as all those who were nominated.



Physio-Control Award for Excellence in Emergency/Trauma Nursing

Tonya Wall, RN
Duke Urgent Care Brier Creek

Duke's Presidential Award

Duke Primary Care's chief medical officer, John Anderson, MD, received Duke's Presidential Award in recognition of creating innovative solutions to overcome the challenges posed by the COVID-19 pandemic.

“The award may have my name on it, but this was a team effort that wasn't possible without each and every one of our people pitching in every day. The way we came together to meet our patients' needs was outstanding.”

John Anderson, MD
Chief Medical Officer