



System-wide Recovery Guidelines

Team: BILH Primary Care (BILHPC)

Date: May 29, 2020

Appendix A: Phase 1 - Immediate Next Steps and Metrics by Strategic Priority/Initiative

Safety and Quality for Patients and Care Team Members

Next Steps	Due Date	Metrics
Establish current PPE inventory and ensure adequate PPE stocked at all re-opened sites	5/15	PPE inventory data, burn rate
Distribute PPE use guidelines by email, post in re-opened sites	5/15	Report out by safety coaches at regular safety coach briefings
Develop or select an existing brief training video that staff working in re-opening sites should view re: proper donning and doffing techniques	5/15	Number of employees who have viewed the video
Develop and implement telephone scripting for front desk staff to use with patients when scheduling visit (scripting would include expectations about safe operations – e.g., wear mask, stay in car upon arrival)	5/15	
Ensure approved hospital-approved disinfectants with activity against human coronaviruses in stock at re-opening sites	5/15	
Develop training materials for MAs on proper cleaning and disinfection protocols	5/15	Number of employees who review the materials
Ensure trigger word tool exists in each re-opening site		
Develop/identify scripting for Outreach to scheduled patients on day of visit (day prior for next day AM visits) to screen for ILI symptoms	5/15	
Develop/identify protocol to Screen all patients again for COVID-19 and ILI symptoms (including temperature) upon arrival to practice	5/15	
Develop staffing schedule and phone trees for each site: Implement clear phone tree algorithms for each care team and set communication expectations (e.g., if red category symptom, keep patient on phone while calling clinical team member immediately)	5/15	
Develop a written safety briefing framework or video of how to conduct a safety briefing; implement safety briefings in re-opening sites by 5/18; to be led by designated safety coach	5/15	
Educate providers and care team members about testing options and clinical indications per current BILH guidance	Ongoing	
Maintain updated database of testing capacity and operational details	Ongoing	
Continue daily employee electronic symptom screening and monitoring system	Ongoing	
Develop redundancy in staffing model in the event of employee illness, in conjunction with operations team and regional leadership as needed	5/15	
Practice managers for re-opening sites should modify these common	5/15	



Next Steps	Due Date	Metrics
areas, based on space, to adhere to social distancing guidelines		
Documents posted to PC intranet, continue to present at various clinician forums	Ongoing	
Develop and implement additional telemedicine guidance re: privacy and security, prescribing, medical documentation	5/29	
Continue to gather patient experience data related to telemedicine visits and share these data regularly with clinicians and other care team members across BILHPC	Ongoing	
In conjunction with RIC clinical operations team and regional leadership as needed, determine location of re-opening sites to ensure equitable access	5/15	
Determine capabilities in re-opening sites implement any necessary improvements (e.g., phones in exam rooms) to support this capability	5/15 6/12	
Develop scripting and determine which care team member will perform the outreach	5/15	Track rate of successful outreach attempts (per attempted outreaches)
Develop and implement patient-facing communication to be distributed broadly via various modalities in conjunction with BILH Communications	Ongoing	
Continue to share feedback with PC community and develop/implement improvements across BILHPC based on this feedback	Ongoing	
Draft role description and training materials, identify care team member at each re-opening practice who will serve as safety coach	5/15	
Develop framework/outline for these briefings, implement safety coach briefings	5/15 5/22	
Stock sites with appropriate PPE per BILH guidelines	5/18	

Primary Care Operations

Next Steps	Metrics
Ensure adequate PPE supply and proper use	PPE usage rate PPE supplies on hand Feedback on in-person and televisits HCW acquisition of infection in health care settings
Implement new practice workflows to ensure safety for patients and caregivers	Current available capacity and expanded volume by cohort sites Volume at additional sites opened and volume type (in-person vs. telemedicine/telehealth) and type of patients evaluated in-person
Track patient/consumer sentiment	Proportion of in-person visits and televisits proportions System marketing survey to track consumer sentiment Reasons for in-person visits
Re-open additional sites as necessary	
Track percentage of providers doing in-person care	Staffing schedules to judge progress on % of providers doing in-person care

Care Team Experience

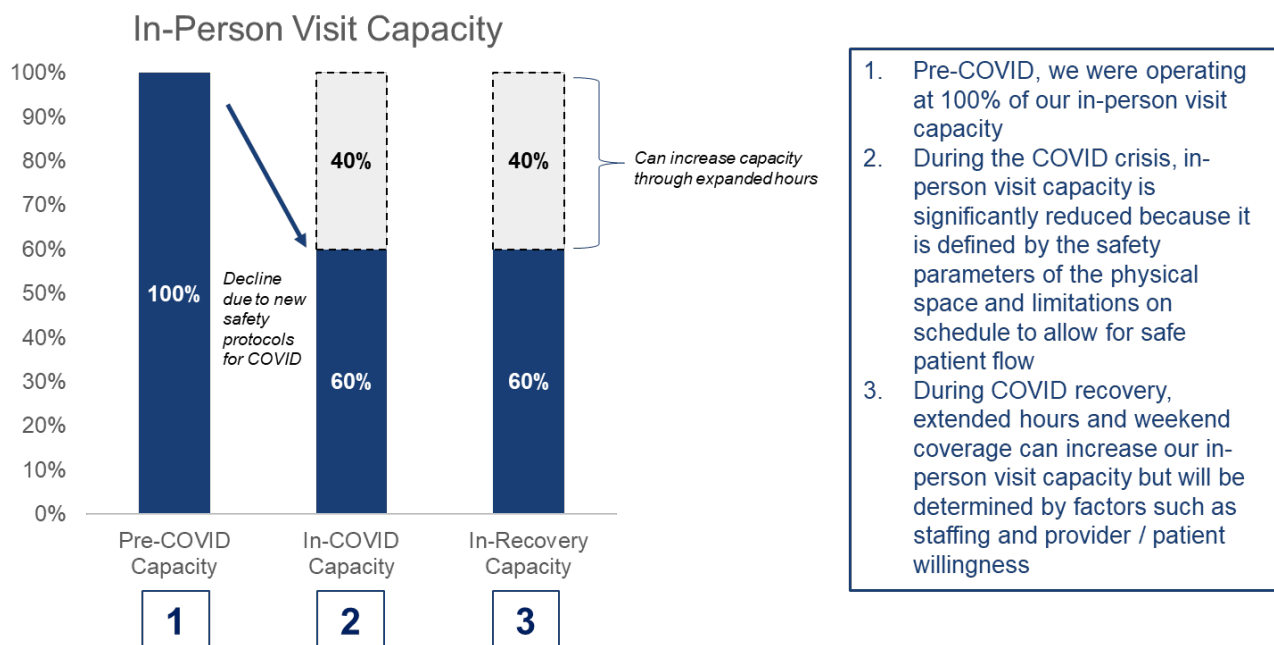
Next Steps	Due Date
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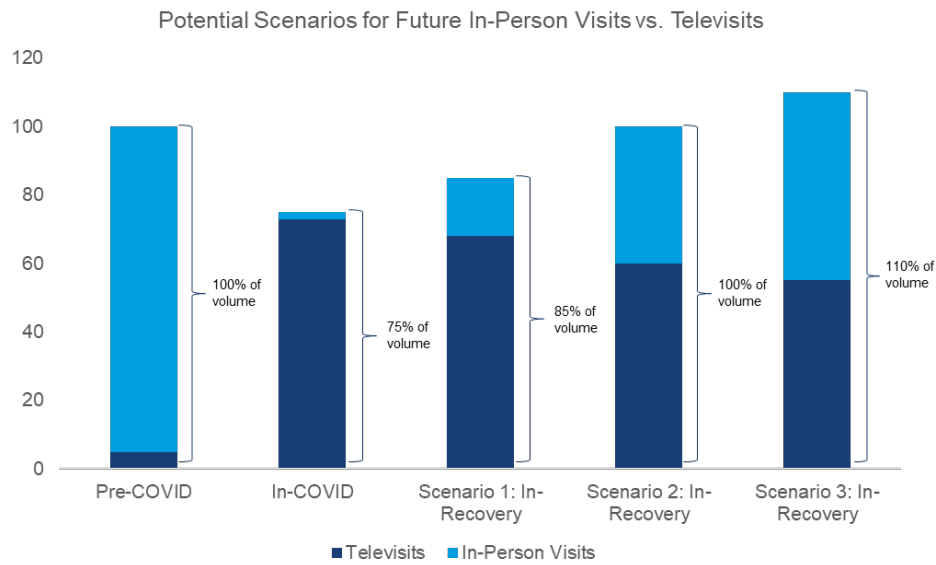


Next Steps	Due Date
Collect accurate data on current care team experience during early recovery	Survey 5/11/2020
Create tangible opportunities for involvement, input, and feedback for care team members in the recovery process	Forum 5/14/2020
Provide Recovery Steering Committee with tactical report/recommendations on how to develop a recovery care model that aligns with care team experience	5/18/2020
Expand peer support, focus groups, and team huddles	5-10 focus groups 5/15/2020

Appendix B: Framework for Re-Opening Additional Sites – Optimizing Cohort Capacity

The BILHPC Recovery Operations Team's framework for re-opening additional sites recognizes two key variables: safe in-person visit capacity and future proportion of in-person visits vs. televisits. Both of these factors will drive BILHPC's decision to open additional sites and in which geographies. The graph below illustrates how practices should consider capacity analyses.





The future proportion of in-person visits vs. telemedicine will be defined by:

- a) Patient sentiment and demand
- b) Provider sentiment and experience
- c) Regulatory agency and payer payment policies



Example Scorecard for Additional Sites

Rate 1-5

5 = Best Meets Criteria

Practice Legacy Name	CGP Billerica			
Practice Address	267 Boston Post Road, Billerica MA			
Access from Outside				
Private vs. Shared vs. Public Parking Lot	3			
Steps to Entrance (steps and corridor access)	5			
Separate/Multiple Entrances	5			
Handicap Access	5			
Size of Practice				
Available Exam Rooms	5			
Facilitate more than one "Team"	5			
Distancing for MAs	5			
Distancing for Medical Secretaries	3			
Private Provider Offices	5			
Location				
Proximity to Major Highways	5			
Central to other Sites/Patient Base	4			
Public Transportation	5			
Distance from Other Cohorts	4			
Ancillary Services				
Lab/Radiology Access	4			
Specialty Access	3			
Total Points	66/75			

Final Recommendation:	Site	Points	Comment
Existing Cohort Expansion			
New Access	CGP Billerica		

**Appendix C: New and Existing Sites**

Site Type	Site Name	Site Address	Notes
New Site	Lahey - Woburn Medical	23 Warren Avenue, Suite 100, Woburn, MA 01801	
New Site	Lahey - BILH Pediatrics (ABC)	29 Massachusetts Ave, Arlington, MA 02474	Pediatrics WC only
New Site	Lahey - LPCO FMA Manchester	195 School St., Manchester, MA 01944	
New Site	Lahey - CGP Billerica	267 Boston Post Rd., Billerica, MA 01862	
New Site	Lahey – MVFP	100 Bypass Road, N. Andover, MA 01845	
New Site	Lahey – Arlington	37 Broadway, Arlington, MA 02474	Internal medicine only
New Site	MAPS – Belmont Medical Associates	725 Concord Ave., Cambridge MA 02138	
New Site	MAPS – Lexington	57 Bedford St # 130, Lexington, MA 02420	
New Site	MAPS – MAMA	521 Mt Auburn St # 202, Watertown, MA 02472	
New Site	BIDHC – Seabrook	570 Lafayette Rd. Suite 901; Seabrook, NH	
New Site	BIDHC – Chelsea	1000 Broadway St. Chelsea, MA	
New Site	BIDHC - Jamaica Plain	3525 Washington St. Jamaica Plain, MA	Peds in AM; Adults in PM
New Site	BIDHC – Sharon	93 Pond St. Sharon, MA	
New Site	BIDHC - Crown Colony	700 Congress Street, Quincy, MA	
New Site	BIDHC - Sandwich	74 Route 6A, Sandwich, MA	

Type of Site	Site Name	Site Address	Notes
Non-ILI	Lahey - Stoneham	88 Montvale Avenue, Stoneham, MA 02180	
Non-ILI	Lahey - Amesbury	24 Morrill Place, Amesbury, MA 01913	
Non-ILI	Lahey - Beverly	30 Tozer Road, Beverly, MA 01915	
High-Acuity/Non-ILI	MAPS - Waltham	355 Waverly Oaks Road, Waltham, MA 02452	
High-Acuity	BIDHC – Needham	310 Chestnut Street, Needham, MA 02492	Original site located in Wellesley
High-Acuity	BIDHC - Lexington	24 Hartwell Avenue, Suite 204, Lexington, MA 02421	
High-Acuity	BIDHC - Milton	100 Highland Street, BID-Milton, Suite 105, Milton, MA 02186	
High-Acuity	BIDHC - Methuen	386 Merrimack Street, Methuen, MA 01844	
High-Acuity	BIDHC - Pembroke	295 Old Oak Street, Pembroke, MA 02359	
Infant Immunization	BIDHC - Dorchester	1100 Washington St., Suite 100, Dorchester, MA 02124	Will cover peds care
Infant Immunization	BIDHC - Family Medicine Dedham/Westwood	333 Elm St., Suite 220, Dedham, MA 02026	Will cover peds care
Infant Immunization	BIDHC - Family Medicine of Brookline	1101 Beacon St., Suite 4 East, Brookline, MA 02446	Will cover peds care
Infant Immunization	BIDHC - Redbrook	6 Greenside Way South, Suite 1, Plymouth, MA 02360	Will cover peds care
Infant Immunization	BIDHC - Amesbury	2 Goddard Ave., Amesbury, MA 01913	Will cover peds care

