

Achievement of Accreditation by Community-Based Family Practice – Workload and Cost Analysis

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TABLE 1.
Clinic characteristics, provider surveys’ response rates and costs (CAD [2014 \$]) of accreditation (over a 60-week survey preparation period)

	Clinic 1		Clinic 2		Clinic 3		Clinic 4		Clinic 5		ALL	
Panel size* (number of unique patients)	2,564		5,598		9,776		9,552		11,582		39,072	
Staff composition [§]												
Physicians (<i>n</i>)	2		3		5		7		11		28	
Managers (<i>n</i>)	1		0		1		1		2		5	
Other healthcare providers (<i>n</i>)	2		5		5		7		3		22	
Clinical support (<i>n</i>)	1		2		6		5		6		20	
Admin support (<i>n</i>)	1		4		4		3		6		18	
Total number of staff (<i>M</i>)	7		14		21		23		28		93	
Provider workload surveys (<i>n</i>)	7		14		21		20		23		85	
Survey response rate (%)	100		100		100		87		82		91	
Workload and costs (CAD (2014 \$))	Clinic 1		Clinic 2		Clinic 3		Clinic 4		Clinic 5		ALL	
Administrative records: (HR hours and costs)	# of hours	\$-disbursed	# of hours	\$-disbursed	# of hours	\$-disbursed	# of hours	\$-disbursed	# of hours	\$-disbursed	# of hours	\$-disbursed
Accreditation registration fee		9,000		9,000		9,000		9,000		9,000		45,000
PCN-central HR	1,905	95,243	1,905	95,243	1,905	95,243	1,905	95,243	1,905	95,243	9,524	476,213
Clinic-based HR												
Physician lead	81	16,503	270	55,215	143	29,141	17	3,436	150	30,675	660	134,970
Office manager	510	20,400	0	0	282	11,268	101	4,056	619	28,356	1,512	64,080
Staff – accreditation manager/coordinator duties	290	11,250	810	40,500	195	5,325	780	30,960	151	3,478	2,226	91,513
Physician participants – survey preparation	10	2,025	30	6,135	0	0	11	2,331	158	32,393	210	42,884
Staff participants – survey preparation	120	4,380	257	8,415	277	9,957	396	17,631	383	12,786	1,434	53,169
Total clinic-based HR	1,010	54,558	1,367	110,265	897	55,691	1,306	58,414	1,462	107,687	6,042	386,615
HR cost – total (PCN-central and clinic-based)	2,915	149,800	3,272	205,508	2,801	150,934	3,211	153,657	3,367	202,930	15,566	862,828
Total costs (registration and HR)		158,800		214,508		159,934		162,657		211,930		907,828
Per capita cost		61.93		38.32		16.36		17.03		18.30		30.39
Workload (number of hours) and costs (\$) distribution												
HR total costs: Percentage of total accreditation costs		94%		96%		94%		95%		96%		95%
Workload (clinic-based HR): Leadership [¶] vs participant [†] (%:%)	87%:13%		79%:21%		69%:31%		69%:31%		63%:37%		73%:27%	
Cost (clinic-based HR): Leadership vs participant (%:%)		88%:12%		87%:13%		82%:18%		66%:34%		58%:42%		75%:25%
Workload: Leadership vs PCN-central vs participant (%: %: %)	30%:65%:5%		33%:58%:9%		22%:68%:10%		28%:59%:13%		27%:57%:16%		28%:61%:11%	
Costs: Leadership vs PCN-central vs participant (%: %: %)		32%:64%:4%		47%:46%:7%		30%:63%:7%		25%:62%:13%		31%:47%:22%		34%:55%:11%
Essential [‡] vs variable [¶] costs (%: %)		96%:4%		93%: 7%		94%:6%		88%:12%		79%:21%		89%:11%

HR = human resources; PCN = primary care network.

*Panel size is the number of unique patients for whom the clinic is responsible. Data source: Alberta Health (AH) Semi-Annual Payment Report to WestView Primary Care Network, October 2015. AH calculates the number of unique patients seen by a specific provider (based on the patient’s historical visit(s) with the provider) within a 36-month timeframe prior to the reporting date.

‡Clinic-based (HR) Provider Data were aggregated under five collapsed role categories: physicians, managers, other healthcare providers (OHCP), clinical and administrative support. OHCPs refer to non-physician allied health professionals including pharmacists and nurses. Clinical support refer to staff who assist in direct patient care including care coordination, patient/family education, service navigation, panel management and exam room assistance. Administrative support refer to staff stationed at the reception counter, referral desk or the administrative office. The number of hours contributed to and disbursements for accreditation work are delineated. Survey sample representativeness is evident.

§“Leadership” HR Workload and Costs refers to person-hours spent and dollars remunerated on accreditation preparation work provided by clinic physician leads, managers and staff assigned temporary accreditation manager/coordinator duties.

†“Participant” HR Workload and Costs refers to person-hours spent and dollars remunerated to staff who participated in survey preparation activities supervised by clinic leaders.

‡“Essential Costs” refers to the aggregate costs of the accreditation registration fee, PCN-central HR and clinic-based leadership HR costs.

¶“Variable Costs” refers to all other costs other than those outlined in “essential costs.”