

# Building HIV Capacity in Primary Care and Integrating HIV Care within Federally Qualified Health Centers

*Midwest AIDS Training and Education Center*

*San Ysidro Health Center*

*Costal Bend Wellness Foundation*

*FoundCare*

*Access Community Health Network*

*Moderator: Steve Bromer, MD*

# Building HIV Capacity in Primary Care and Integrating HIV Care within Federally Qualified Health Centers--Part 1:

*Developing the HIV Workforce:  
The MATEC Clinician Scholars Program*

**Ricardo A. Rivero, MD, MPH**  
**Midwest AIDS Training + Education Center (MATEC)**

# The AIDS Education and Training Program

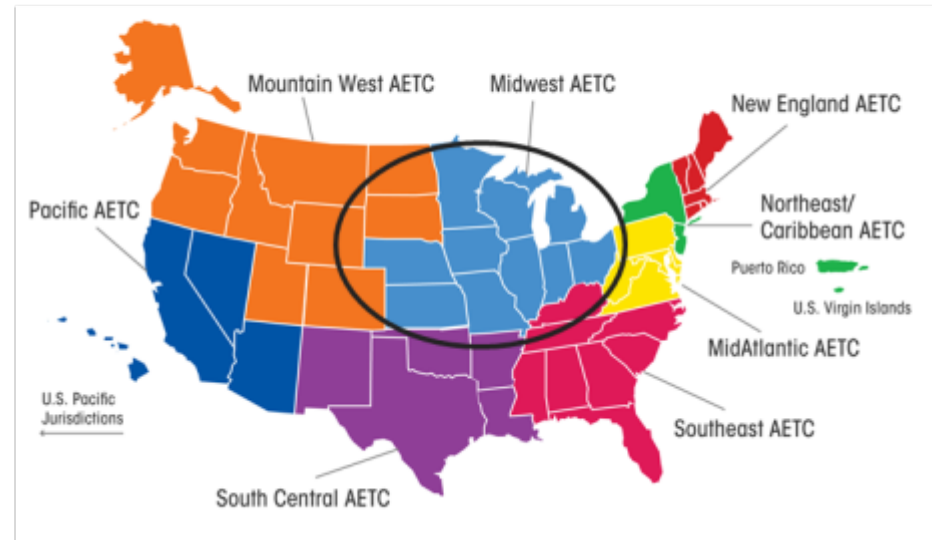
## 3 National Centers:

- National Coordinating Resource Center
- National Clinician Consultation Center
- National Evaluation Center

## 5 Health Professions Training Programs:

- SUNY Downstate PA Program
- Rutgers NP Program
- UCSF NP Program
- Duke NP Program
- John Hopkins NP Program

## 8 Regional Centers:



*... The training arm of the Ryan White Program*

# In this session ...

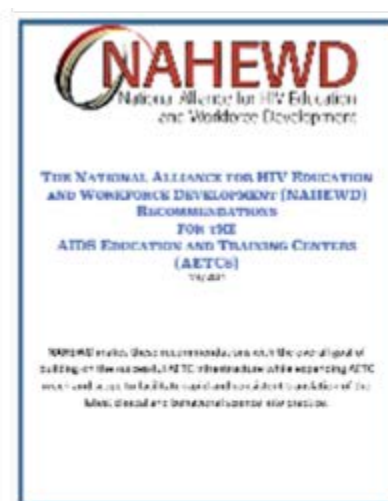
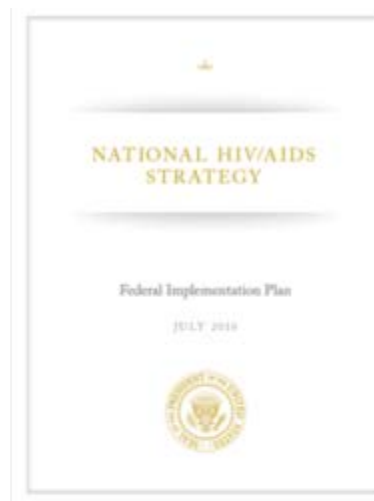
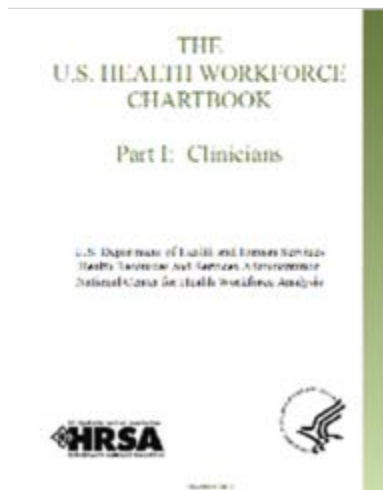
- Why a program to engage new clinical providers into the HIV workforce
- What the MATEC's HIV Clinician Scholars Program (CSP) is all about
- Does it work? ... What do we know so far and future evaluation plans

# Why a program to engage new clinical providers into the HIV workforce

*“18% of the health care workforce was over the age of 55”*

*“a third of respondents planned to retire by 2018”*

*“increased training of health care providers to meet the needs of people living with HIV”*



*“70% of Ryan White clinics were having a difficult time recruiting HIV care providers”*

*“ongoing development of the HIV workforce by providing “longitudinal capacity-building assistance tailored to individual HIV care settings”*

# HIV Clinician Scholars Program



... for minority or predominately minority-serving, front-line clinical care providers: Physicians, Nurse Practitioners, Physician Assistants, and Pharmacists.



# What MATEC's HIV Clinician Scholars Program is all about



# Key Elements

- Longitudinal and multimodal approach
- Intensive mentoring
- Individualized approach
- Personal connections and relationships
- Localized context with regional support





# Core Capabilities

Capability	Learning Objectives
1. Utilize local, national, and international epidemiologic data to identify emerging trends in the epidemic and potential barriers to prevention and HIV testing.	A. Critically analyze local, national, epidemiological data. B. Interpret and implement CDC recommendations. C. Perform HIV testing programs and interventions and address common problems associated with HIV testing.
2. Deliver current, evidence-based HIV and related services to underserved populations, including those related to special populations, to manage HIV infections.	A. Develop, design, and evaluate HIV testing programs. B. Describe the role of HIV testing in the HIV/AIDS epidemic, including regional, community, and other drug interventions. C. Describe recommendations for HIV testing in special populations, pregnant women, individuals, and U.S. and foreign settings.
3. Develop and implement evidence-based, individualized management of HIV infections.	A. Describe the recommended guidelines for HIV prevention and treatment for patients with HIV infection, including those with special populations. B. Assess the patient's adherence to therapy and address barriers to adherence. C. Evaluate the patient's adherence to therapy and address barriers to adherence.
4. Use results of CD4, HIV viral load, and HIV resistance testing to inform clinical decision-making and to inform patients.	A. Identify and interpret HIV test results, including CD4 count, viral load, and HIV resistance testing. B. Interpret laboratory results, patient history, and patient preferences to inform clinical decision-making and to inform patients. C. Develop and implement evidence-based management of HIV infection.

Page 1 of 2  
Appendix A, Sample  
Appendix A

Capability	Learning Objectives	Educational Activities
5. Manage treatment failure.	A. Use results of history, CD4 count and viral load to recognize HAART treatment failure and understand the factors that can contribute to HAART failure. B. Explain types and basics of interpreting HIV resistance tests and when to use these tests. C. Utilize HIV resistance tests to help formulate new treatment options for patients failing HAART.	<ul style="list-style-type: none"> <li>Workshop: Clinician HIV Core</li> <li>Discussion with Mentor: OSCE #4</li> <li>Clinical Observation</li> </ul>
6. Address factors which may inhibit a patient's adherence to a prescribed treatment regimen.	A. Explain the importance of adherence to antiretroviral therapy. B. Identify factors that affect adherence to treatment regimens. C. Explain and apply patient-centered techniques to assist HIV patients to adhere to antiretroviral therapy.	<ul style="list-style-type: none"> <li>Workshop: Clinician HIV Core</li> <li>Clinical Observation</li> </ul>
7. Institute appropriate opportunistic infections prophylaxis.	A. Cite the CD4 cell level and treatment options for the prophylaxis of Pneumocystis Pneumonia, TB and Mycobacterium Avium Intracellulare. B. Recognize and formulate appropriate interventions for common HIV-related conditions related and unrelated to HIV disease. C. Recognize and formulate appropriate interventions for common co-morbid conditions with special issues in the HIV-infected population including hepatitis B and C, tuberculosis, syphilis, and HIV-related neurologic disorders, and HIV-related malignancies.	<ul style="list-style-type: none"> <li>Workshop: Clinician HIV Core</li> <li>Discussion with Mentor:</li> </ul>

Page 2 of 2  
Appendix A, Sample  
Appendix A

Educational Activities
<ul style="list-style-type: none"> <li>Workshop: Clinician HIV Core</li> <li>Discussion with Mentor: HIV Medication</li> </ul>
<ul style="list-style-type: none"> <li>Clinical Observation</li> <li>Workshop: Prevention with PrEP/PrEP</li> </ul>
<ul style="list-style-type: none"> <li>Online: Impact of Culture in HIV Care</li> <li>Clinical Observation</li> </ul>

Page 3 of 3  
Appendix A, Sample  
Appendix A

# Entry Criteria

- Physicians, advanced practice nurses, physicians assistants or clinical pharmacists
- Minority or predominantly minority-serving clinicians (MD, APN, PA or PharmD)
- Planning to continue practice within the Midwest region
- **Serving medically underserved communities**
- **Prescribing ART for patients receiving assistance with cost for ART**

# Completion Criteria

- Complete a minimum 12 hours of clinical practicum in HIV care
- Complete a minimum of 20 hours of training
- Participate in at least one Clinician Scholars Webinars by submitting a case to the Regional Clinician Scholars Coordinator prior to the webinar
- Participate in all evaluation activities

# Implementation

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## Completion

Participants who successfully complete the Scholarship certificate of completion and be invited to attend regionally or locally.

Participants who are unable to complete the program with the Regional Clinician Scholar Coordinator's extension.

## Enrollment Protocol & Timeline for Clinician

### Marketing To begin

Designated staff from each LPS will need to market activities may include, but are not limited to:

- ✓ Flyers distributed at MATEC offerings
- ✓ Article in newsletter or other regular communication
- ✓ E-mail blast
- ✓ Post information on online registration site

### Screening Meetings March 1, Annually

Designated LPS Scholars staff person(s) will meet over the phone with clinicians who are interested in the Scholars Program. At this meeting, LPS staff

- ✓ Describe the Scholars Program (Refer to page 1 of this document)
- ✓ Explain the eligibility criteria to apply for the program (Refer to page 6 of this document)
- ✓ Review sample syllabus attached to this document
- ✓ Explain the role of the Scholars Program Manager (pages 12 & 13 of this document)

If a candidate does not meet the eligibility criteria, work for him/her, explain how other MATEC programs him/her as a "Bedding Scholar" (e.g. being added

13

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Credentials: \_\_\_\_\_

Employer: \_\_\_\_\_

Work title: \_\_\_\_\_

☐ I am currently licensed

Your License # (s): \_\_\_\_\_

Have you had disciplinary action?

If yes, please explain: \_\_\_\_\_

Preferred Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_

Additional Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

[Date]

[Applicant's Name]  
[Applicant's Address]  
[Applicant's City, State, Zip]

Dear [Applicant]:

Thank you for your interest in the program. We are pleased to inform you of the results of the selection process. You have been selected to participate in the program.

Please contact [Name] at [Phone Number] to determine the date of the program. The meeting will be held on [Date].

- Signing a requirement
- Completion of the program

Once you have completed the Regional Office schedule your meeting with MATEC to evaluate your progress.

We would also like to schedule your orientation session. Please contact [Name] at [Phone Number] to determine the date of the orientation session.

Name of Scholar: \_\_\_\_\_

This document is for your use only. Please initial at each concern as your Regional Clinician Scholar Program.

In order to ensure success:

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Date: \_\_\_\_\_

Name of Scholar: \_\_\_\_\_

We would like to know more about your training/educational experiences (CE, CME, non-CME, formal course work, etc.) and your level of interest or perceived need for additional training on the topics below.

Instructions:

Step 1 If you have received training on the topic - select "Yes"

If you have not received training on the topic - select "No"

Step 2 Circle the number in the right column that best corresponds to your level of need for additional training on each topic.

1 = No Need

4 = High Need

Yes No no need—high need

Local, National and International HIV Epidemiology

CDC HIV Testing Recommendations

HIV Testing (including Rapid Testing)

Initiation of Antiretroviral Therapy

Selecting an Antiretroviral Regimen

Preferred Antiretroviral Regimens

Common Side Effects and Drug Interactions of Antiretrovirals

Managing HIV, Reproductive Counseling and Pregnancy

Managing HIV in Patients over 60

Managing HIV and Adolescents

Standards of Care for Patients with HIV Infection

Guidelines for the Management of HIV Infection

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## Clinician Scholars Program TRAINING NEEDS ASSESSMENT

Local Performance Site: \_\_\_\_\_

Page 1 of 4  
Training Needs Assessment  
Form, 1-1-13

# Implementation





# Does it work?: Evaluation Methodology

- I. Baseline and Endpoint Self-Assessments
- II. Mentor 6-month and 12-month assessments
- III. Entrance and Exit Interviews
- IV. Ongoing transcript of program activities
- V. Post-program evaluations for each learning activity

# Evaluation Results: Descriptive Analysis

- 74 clinicians enrolled to-date
- 80% female; 20% are African American
- Age range: 25-63
- 80% has < 2 years HIV experience
- Discipline: 54% APNs, 25% MDs, 16% pharmacists



# Evaluation Results: Descriptive Analysis

- Work place: 35% CHCs, 20% HIV clinics, 10% academic health centers
- 7% from rural areas
- Average monthly HIV patient load:
  - 40% have 20-49 patients
  - 20% have 50+ patients
  - 20% have 1-9 patients
  - 12% have 10-19 HIV patients
  - 8% have 0 patients

# Evaluation Results: Transcript Analysis

- Over 60 hours completed (N = 25)
- 32 hours spent in skill-building workshops
- 20 hours spent in preceptorships

# Evaluation Results Assessments

- Baseline and Endpoint Self-Assessments (N = 20)

Mean difference between baseline and endpoint showed statistically significant increase in competency for all 11 core capabilities ( $p < .05$ )

- Mentor Assessments (N between 19 and 22 depending on capability)

Statistically significant increase between midpoint and endpoint mentor assessments in 8 out of 11 capabilities ( $p < .05$ )

# Evaluation Results Exit Interviews

- Increased clinical knowledge and skills
- Commitment of Mentor and Monitor
- Networking opportunities
- Tailored Approach
- Increased career opportunities
- Scholars with a clear vision reported greater satisfaction



# Summary

- Engaging minority and minority-serving clinicians in a one-year program is achievable.
- A multi-modal approach of the program offers the opportunity to improve HIV clinical skills.
- Significant improvement is shown in eleven core capabilities as measure by individual self-assessments and mentor reviews.
- Participants gain connections to a network of colleagues within the field to help ensure a high level of comfort and satisfaction while participating in the program.

# Building HIV Capacity in Primary Care and Integrating HIV Care within Federally Qualified Health Centers--Part 2:

*Workforce of the Future:  
Educating Primary Care Residents  
through an FQHC-based Community  
HIV Medicine Rotation*

**Jeannette Aldous, MD**  
**San Ysidro Health Center**

**María Luisa Zúñiga, PhD**  
**San Diego State University**



# Study Authors

## San Ysidro Health Center

- Jeannette Aldous, MD  
*Clinical Dir. of Infectious Disease*
- Katie Panella  
*Manager, HIV Clinical Services*

## Scripps Chula Vista Family Medicine Residency

- Marianne McKennett, MD  
*Residency Program Director*  
*Professor of Family Medicine*

## San Diego State University

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*Professor*  
*Director, Joint Doctoral Program in Interdisciplinary Research on Substance Use*
- David Howard  
*Research Coordinator*

Funding Support: Health Resources and Services  
Administration # 1 H97HA274210100





# HIV Workforce Trends

- Persons living with HIV/AIDS (PLWHA) are living longer, healthier lives and require a clinical workforce capable of meeting their evolving healthcare needs.
- CDC estimates an **increase** of 30,000 patients/year requiring care in next five years (CDC, 2012, 2014)
- By 2019, projected workforce net growth of 190 more fulltime equivalent HIV providers falls under the number needed to keep pace with increased patient care capacity (Weisner, et al., 2016)
- *Increased workforce capability and HIV competency of Primary Care workforce will be needed to address future healthcare needs of PLWHA*



# HIV training for U.S. Primary Care Residents

AAFP Curriculum Guidelines list HIV core competencies as a training priority. However:

- ***only 25% of Family Medicine Program Directors felt their residency had adequate HIV training.<sup>1</sup>***
- ***79% felt their program did not have faculty with enough HIV experience to train residents.<sup>1</sup>***
- ***AAHIVM lists only 10 Family Medicine Programs with HIV tracks<sup>2</sup>*** (US has approx. 477 FM programs)

1. Prasad et al. Fam Med 2014)

2. <http://www.aahivm.org/trainingopportunities>)



## ***SYHC SPNS Project:***

# ***“System-level Workforce Capacity Building for Integrating HIV Primary Care in Community Healthcare Settings”***

Goal 1: Provide seamless continuity of a full spectrum of care for PLWHA

HIV Team PCMH Transformation

Increasing access/utilization of health center services through patient Navigation and education for non-HIV departments

Improved EHR Utilization

Goal 2: Develop a sustainable clinical workforce pipeline that secures medical resident and non-HIV provider capacity to serve HIV-positive patients

Train Medical Residents

Train Primary care providers



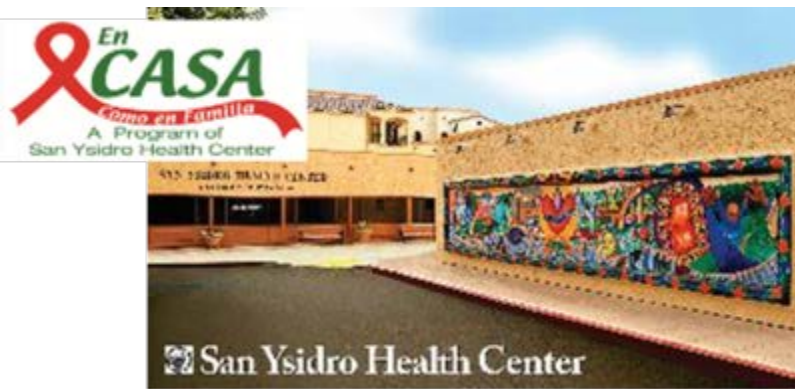
# Project Setting: San Ysidro Health Center

- Large FQHC, Est 1969
- Eleven clinical sites in Southern San Diego
- Approx. 90,000 patients
- Dual funded: HRSA 330 Community Health Cluster and Ryan White Part C
- *Embedded Family Medicine Residency Program focused on Community Medicine*



# SYHC HIV Clinics

Integrated, comprehensive, primary care, HIV specialty care, health education, treatment adherence, and prevention services



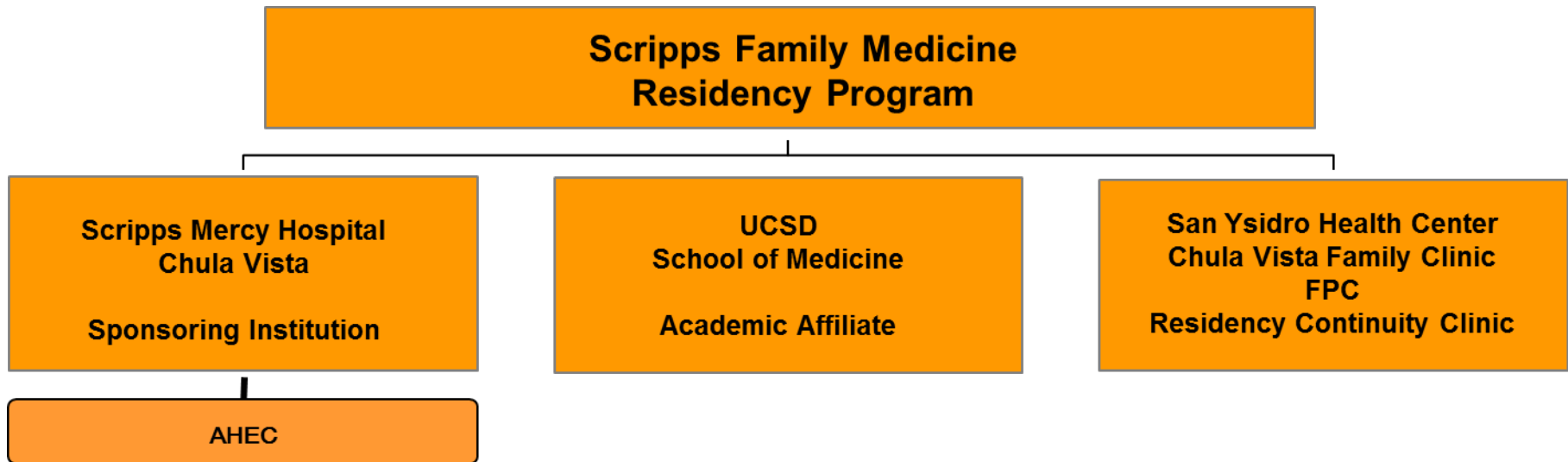
## SOUTH BAY:

650+ HIV+ patients  
Border health, primarily Latino population

## SOUTHEAST:

350+ HIV patients  
Ethnically diverse, low-income population

# Project Setting: Scripps Chula Vista Family Medicine Residency Program



## Residency Program Goals

- Train family physicians to provide care for the underserved
- Improve workforce diversity
- Focus on the US-Mexico Border

## Resident Demographics

- 50% Underrepresented Minorities
- 43% Latino, reflecting local culture
- Many have local roots in San Diego
- 60% of graduates work in underserved setting



# HIV CURRICULUM

- The rotation formally launched July 2015 (demo 2014)
- 8 Second Year residents rotate each year through a six-week, hands-on HIV clinical rotation.
- 3-4 AETC didactic sessions (previously in place)
- Self-directed learning (AETC modules)
- Evaluation through a structured, self-administered pre/post survey.





# Evaluation Methods

18-item self-administered clinician survey  
assessed resident:

- 1) Familiarity with service integration for PLWHA
- 2) Knowledge of common co-morbidities of HIV
- 3) Knowledge of routine primary care needs of PLWHA

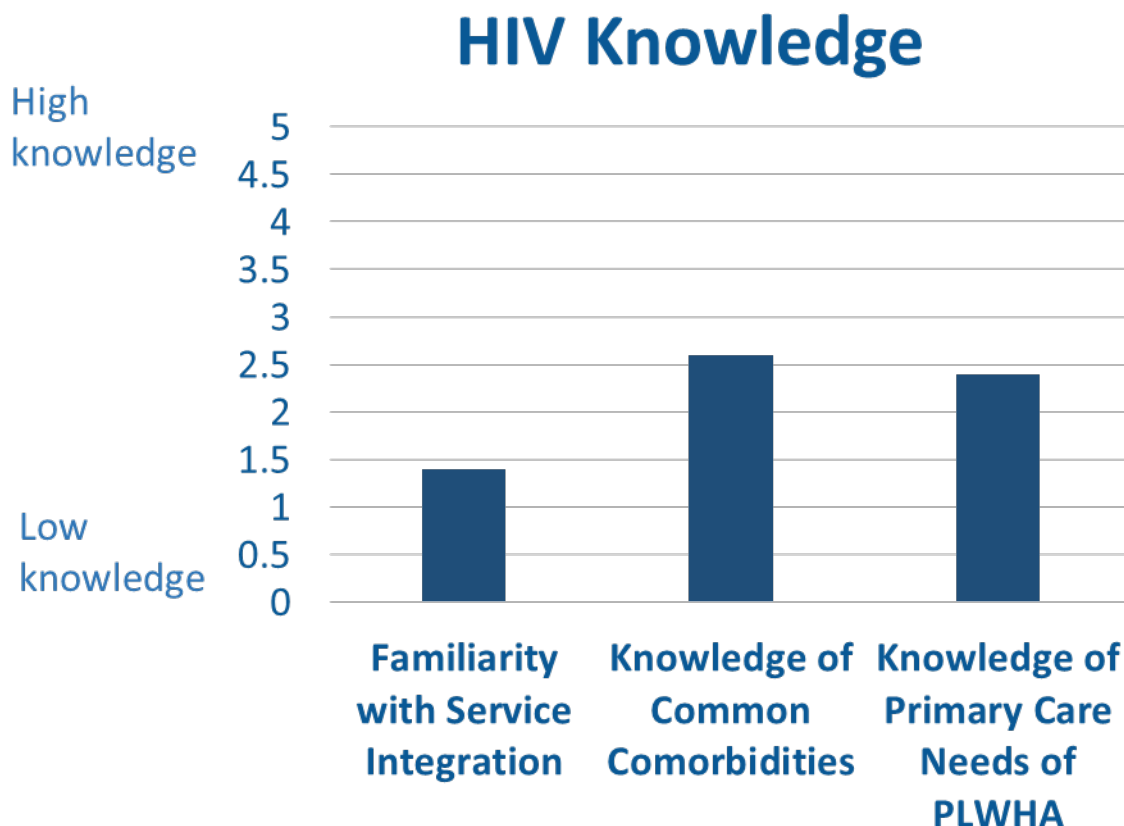


# Evaluation Methods, cont.

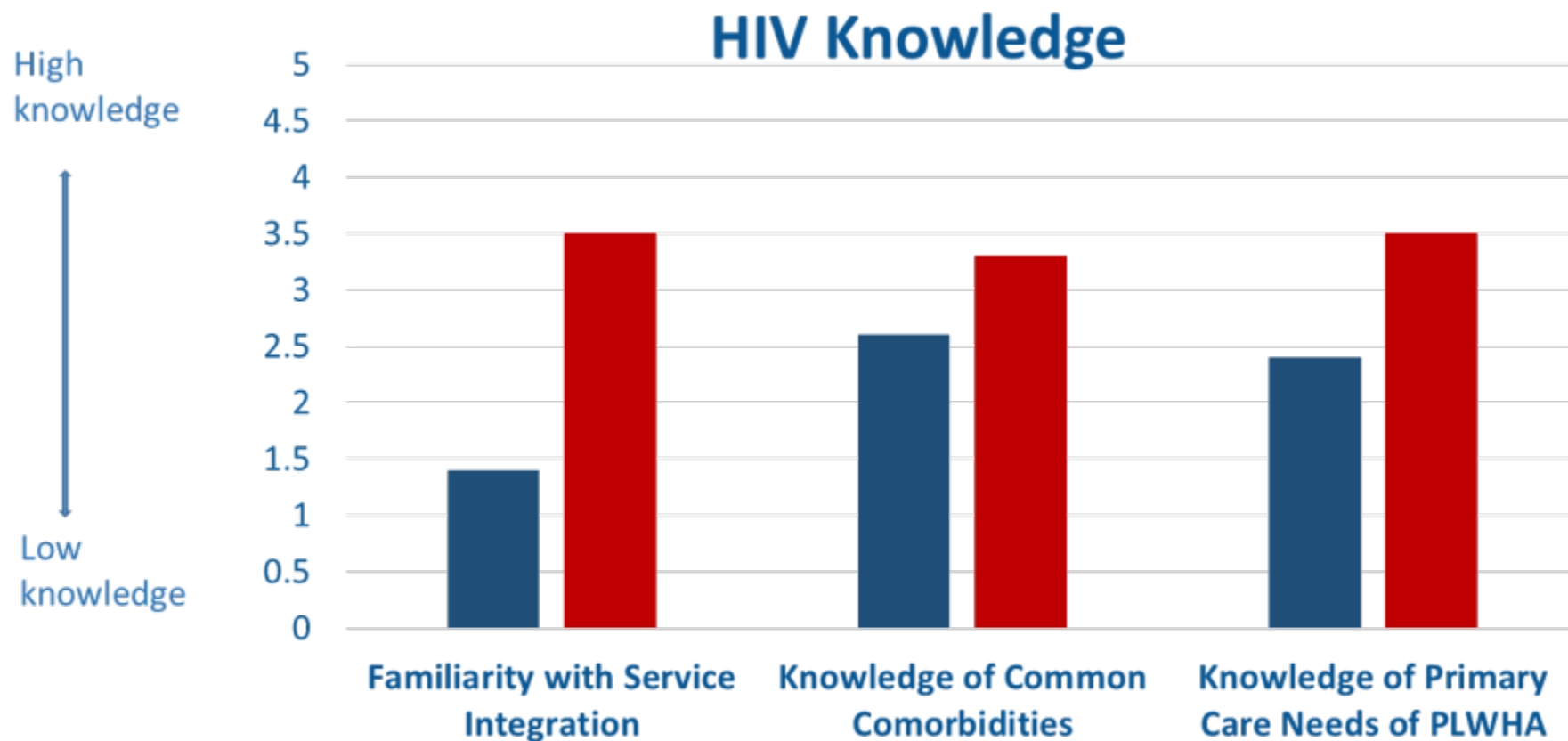
- Second-year Family Medicine residents (n = 8 per year) recruited via email from Evaluation Team – August 2015
- Provided voluntary and informed consent for survey portion of study
- Pre-survey completed prior to initiating HIV curriculum
- Residents were re-contacted and post-survey completed at conclusion of HIV-related training – May 2016
- Survey: Residents self-assess level of knowledge and confidence in training areas -- e.g., “How familiar are you with service integration for PLWH, 1 (not much at all) to 5 (a great deal)? 1      2      3      4      5 (likert scale format)

# Results: Pre-Survey (n = 5)

- 5 of 8 residents completed consent and pre-survey
- 3 female & 2 male
- Avg. age = 31 yrs.  
(Range: 29-34 yrs.)



# Results: Pre-Post Change



# Discussion

- Pre-tests indicate residents begin rotation with:
  - low familiarity with service integration for PLWHA (avg. 1.4, likert scale: 1 lowest, 5 highest),
  - low knowledge of common co-morbidities and ART side effects (average 2.6 and 1, respectively)
  - low knowledge of routine primary care needs of PLWHA (average 2.4).
- Post- tests showed improvements in all domains
- Low pre-survey scores indicate opportunity for improvement across all indicators
- Additional sample size over next two years may allow for more nuanced analysis

# Discussion: Qualitative Analysis

- Qualitative analysis is ongoing to evaluate Resident's perception of the training experience. Examples:
- Re: increased comfort treating HIV+ patients  
*"Much of HIV care is primary care, especially when patient's viral loads are undetectable and they are well controlled on their medication. I will be more cognizant of screening for HIV and STDs [in future primary care clinical work]."*
- Re: depth and integration of the care team at SYHC  
*"An integrated team including a nurse, health educator, social worker, and MA is important. . . . This level of support, while it would be useful for the general patient, is crucial in the care of PLWH."*

# Discussion: Qualitative Analysis, con't

- Re: opportunity to improve understanding of HIV primary care

*“I had opportunity to see patients on my own first then precept with Dr. Aldous or see patients together with her. There was a wide variety of pathology including AIDS, molluscum, h/o cocci meningitis, uncontrolled diabetes, hypertension, CKD on dialysis, prostatitis, Bells Palsy. I saw both well controlled patients with undetectable HIV viral loads on therapy and uncontrolled patients who were quite sick.”*



# Discussion: rewards and challenges

## Rewards: “unintended consequences”

- Primary Care expertise into the HIV clinic
- HIV/STI expertise into Primary Care clinic
- *Referral access for HIV+ patients to Family Medicine*

## Challenges: Time!

- FQHC model does not include dedicated teaching time
- Limited funding for teaching in Community setting (reliance on volunteers)
  - Utilize AETC and other local resources for curriculum support



# Conclusions

- Partnerships between RW clinics and Residency Programs may increase access to HIV training.
- A curriculum targeting Family Medicine residents is feasible
- Further focus on training in FQHC settings is a strategy to address current workforce capacity needs
- Ongoing efforts are needed to evaluate the short and longer-term efficacy of HIV training for Family Medicine residents

Thank You

**THANK YOU!!**



## Scripps Family Medicine Residency Program

*in partnership with*



# Building HIV Capacity in Primary Care and Integrating HIV Care within Federally Qualified Health Centers--Part 3:

*Ryan White Programs and Federally Qualified Health Centers: Shared Visions and Common Challenges*

*Moderator: Steve Bromer, MD*

# Panelists:

- **Jeannette Aldous**, Clinical Director of Infectious Disease: San Ysidro Health Center, San Diego, CA
- **Bill Hoelscher**, CEO, Coastal Bend Wellness Foundation, Corpus Christi, TX
- **Brian Bragg**, Director, Health and Community Integration at Access Community Health Network, Chicago, IL
- **Zack Sharp**, Director of Improvement and Planning, FoundCare, West Palm Beach, FL

# Intro Question:

Tell us about how your agency integrated HIV care within the context of a Community Health Center and a little about how your program is structured.

# San Ysidro Health Center, San Diego, CA

- Large FQHC, Est 1969
- Eleven clinical sites in Southern San Diego
- Approx. 90,000 patients
- Dual funded: HRSA 330 Community Health Cluster and Ryan White Part C

# Coastal Bend Wellness Foundation, Corpus Christi, TX

- **Founded in 1986 as an AIDS Service Organization; FQHC status since August 2016**  
Additional on-site services include RW, Part B case management services; HIV, STI, & Hepatitis C testing; Substance abuse outpatient treatment; Mental health counseling.
- **Number of HIV Clients Served**  
486 receive RW, Part B case management services; 412 seen in on-site clinic.
- **Demographics of HIV Clients**  
64% Hispanic; 59% equal to or below FPL; 43% uninsured; 27% Medicaid; 36% in temporary housing; 49% CDC-defined AIDS.



# Access Community Health Network, Chicago, IL

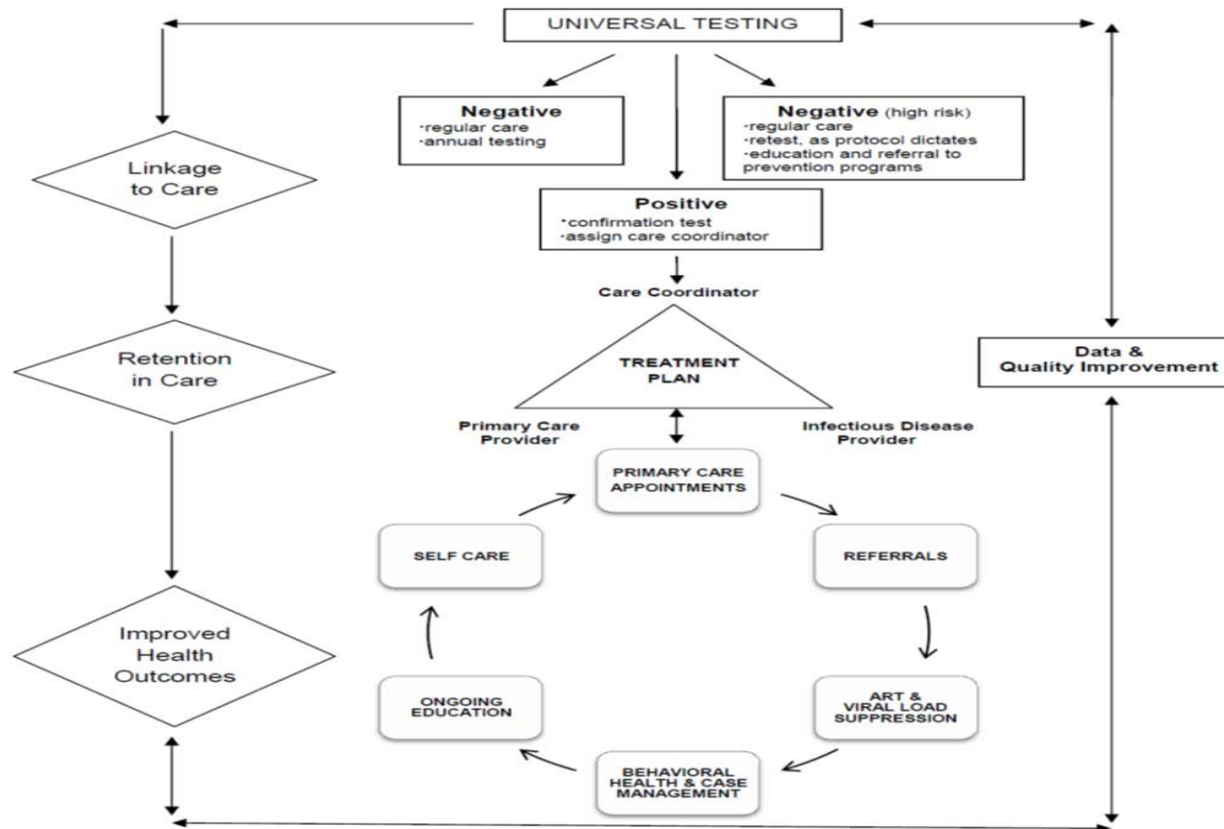
- MISSION: to provide outstanding preventive and primary health care, accessible to all in their own communities.
- FQHC Network
- Serve 175,000 patients each year – target population is low-income, medically isolated, underserved, predominantly minority residents
- Majority Medicaid, uninsured
- 75% African-American and/or Latino
- 900 staff including more than 200 physicians
- Primary care provided at 35 sites throughout area. Currently embedding PCMH model of care

# ACCESS HIV Service Locations

ACCESS HIV HUB Health Centers	Geographic Area Served	ID Specialist Hours/Month
ACCESS Evanston-Rogers Park Family Health Center	Chicago – North Side	25 hours/month
ACCESS Grand Boulevard Health and Specialty Center	Chicago – South Side	64 hours/month
ACCESS Madison Family Health Center	Chicago – West Side	6 hours/month
ACCESS Family Health Society	South Suburban Cook County	3 hours/month
ACCESS Martin T. Russo Family Health Center	DuPage County	4 hours/month

# Description of Overall PTM

HIV Integration into Primary Care Using the Patient Centered Medical Home Model



# FoundCare, West Palm Beach, FL

- History as ASO founded in 1985; FQHC in 2013
- West Palm Beach, Florida
- 120 total staff; 1 FTE clinician in HIV; 30+ Ryan White case managers; 15 outreach/ prevention workers
- Clients served: HIV+: 2,891 social services; 270 medical services
- Primarily Black/Hispanic heterosexuals, at or below 200% FPL
- Good linkage to single provider; only serving 10% of available population with medical care

# Question

- What have been some of the advantages and some of the challenges of having both Health Center and Ryan White programs in your agency?



# San Ysidro: Challenges and Opportunities

## Limitations in HIV Practice Model

- HIV Department functions “in a “bubble”
- Patients do not routinely access FQHC services outside the HIV Department
- *Need for better HIV clinical competency for non-HIV providers and staff*



## **San Ysidro SPNS Project:**

### ***“System-level Workforce Capacity Building for Integrating HIV Primary Care in Community Healthcare Settings”***

#### ***Goal 1: Provide seamless continuity of a full spectrum of care for PLWHA***

- a) *HIV Team PCMH Transformation*
- b) ***Increasing access/utilization of health center services through patient Navigation and education for non-HIV departments***
- c) *Improved EHR Utilization*

#### ***Goal 2: Develop a sustainable clinical workforce pipeline that secures medical resident and non-HIV provider capacity to serve HIV-positive patients***

- a) *Train Medical Resident trainees*
- b) *Train Primary care providers*

# San Ysidro: Challenges and Opportunities

## Challenges

- Complex Stakeholder Engagement

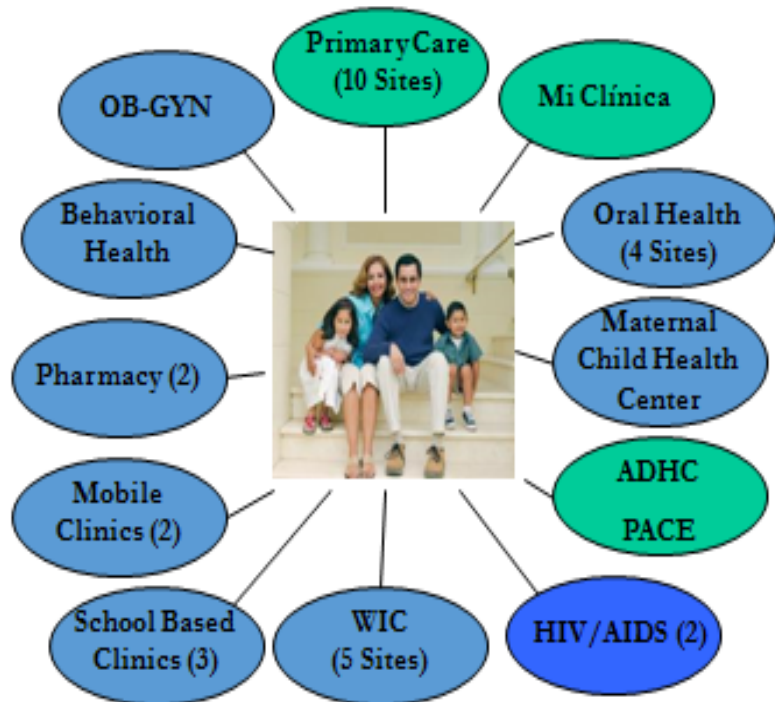
## Opportunities

- Leveraging FQHC Services
- Shared mission to meet needs of underserved populations



# San Ysidro: Integration: Complex Stakeholder Engagement

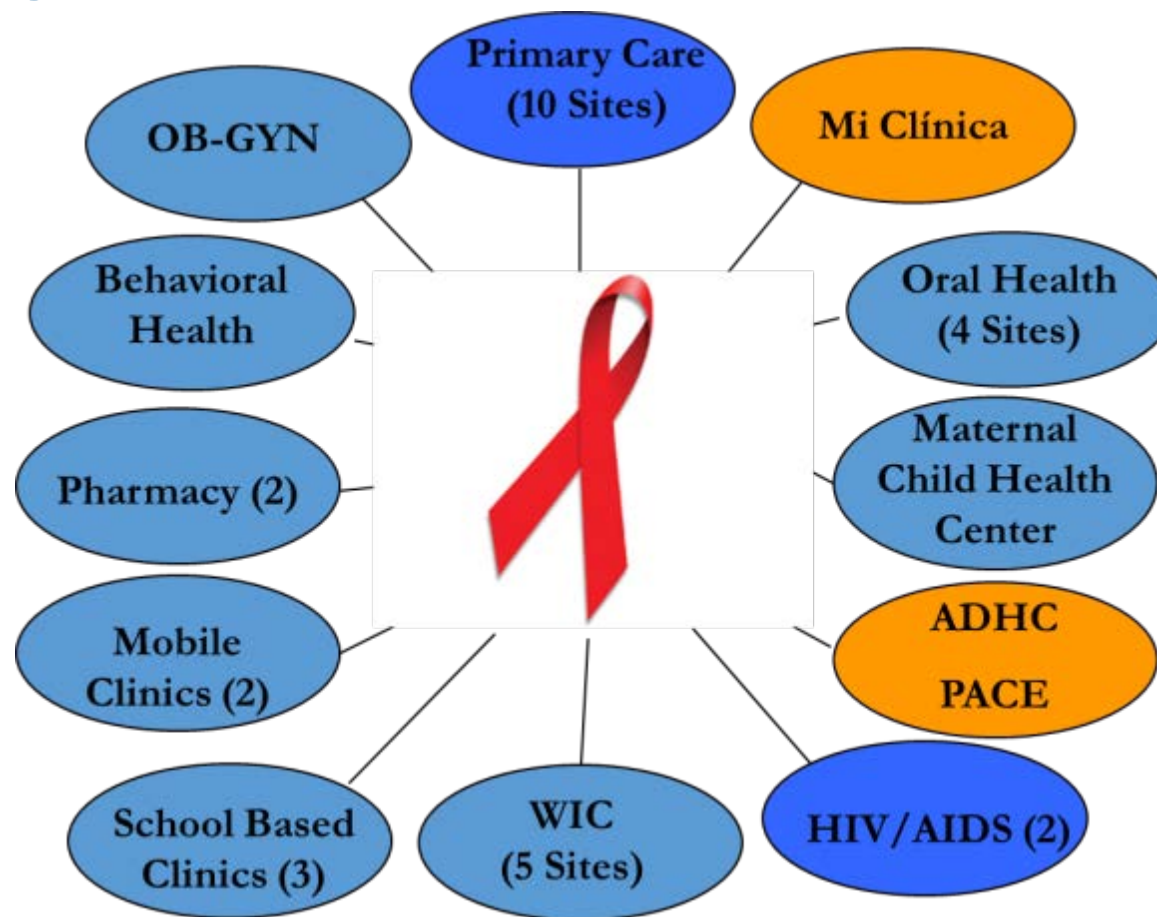
## FQHC Clinical Services and Departments



## Multiple Stakeholders, Complex Structure



# San Ysidro Integration Opportunities: *Leveraging Services*



# San Ysidor -- Integration Opportunities: *Shared Vision*

*“San Ysidro Health Center is dedicated to improving the health and well-being of our community’s traditionally underserved and culturally diverse people.”*

*Mission of the HIV Department is to provide a continuum of culturally sensitive medical, social and supportive services free of charge that enhance the health and enrich the quality of life of people living with HIV/AIDS and their families*

# Coastal Bend Wellness Foundation, Corpus Christi, TX

- **Challenges**

Rapid increase in clinic patient load; Loss of Infectious Disease Specialist; Difficulty finding providers willing to treat HIV.

- **Successes**

Two new providers hired and trained in HIV treatment; HIV and primary care provided consecutively; Services expanded to include Prep & Hepatitis C treatment; Psychiatry integrated into clinical services.

# Shared Vision of PTM

Whole Team Model/PCMH

Eliminate Silos

Expand System Capacity and Workforce

Patient empanelment to a Primary Care  
Provider (PCP)

RN Care Coordinator

Provider and site staff training and support

Focus on primary care needs and HIV care

Implementation of Universal HIV Testing

# Implementation Challenges of PTM

- Eliminating Silos
  - “My Patients”; Trusting the Care Team
- Expand System Capacity and Workforce
  - Patient empanelment to a Primary Care Provider (PCP) – having capacity at the health center level
  - RN Care Coordinator – defined role for care team, complement to Ryan White case management team
  - Provider and site staff training and support
    - cultural competency; comfort discussing sensitive topics

# Question

Some of you were FQHCs before adding RWHAP grants and some were RWHAP grantees who became FQHCs. What do you wish you had known before making this transition?