

Cisco LifeConnections Health Center - San Jose, CA

Corporate Health Center

<i>Facility Background/Data</i>	Year established/historical background	Cisco Systems is a NASDAQ publicly traded multi-national technology corporation with its headquarters located in San Jose, California founded in 1984.	
	Ownership/type/focus	LifeConnections Health Center (LCHC) is an onsite corporate medical center providing integrated health care exclusively to Cisco employees and their dependents. The facility defines itself as a patient-centered medical home, integrating advanced primary care with alternative medicine. Cisco has three onsite clinic locations, including San Jose, California; Research Triangle Park, North Carolina; and Bangalore, India. The LCHC at San Jose is currently operated by Stanford Health Care, a system of the Stanford University School of Medicine.	
	LCHC San Jose Location <ul style="list-style-type: none"> Geographic region, urban/rural Metro area population 	LCHC at San Jose (population 945,942), is located in part of the greater San Francisco Bay Area (population of 8.37 million). The facility is located on the Cisco headquarter campus, sharing a building with a contemporary corporate fitness center, child care center, and cafe.	
	Size <ul style="list-style-type: none"> Beds/catchment/enrollees Departments/employees 	Chiropractic is part of the physical medicine/chiropractic department. The space includes dedicated private treatment exam rooms for each provider and has a functional training area used by both the physical therapists and chiropractors. The functional space includes therapy balls, free weights, balance beams,	

		<p>resistance bands, and private and secure access to the 48,000 sq. ft fitness center to allow for more sophisticated training modalities with patients.</p> <p>The multi-disciplinary clinical staff includes seven primary care physicians, two pharmacists, two chiropractors, two physical therapists, one acupuncturist, two optometrists, one dentist, one health coach and one EAP counselor.</p>	
	Revenue sources (private, Medicare, Medicaid)	The LCHC is a cost plus model. All Cisco employee and their families who are eligible for benefits may use the health center, regardless of their medical plan selection. Revenue sources include patient copay and coinsurance, however, the main revenue source is cost avoidance and cost reduction.	
Implementation of chiropractic services	Impetus/climate/background	<p>Cisco interviewed staff and conducted employee focus groups as to what services they wanted in their new clinic. Chiropractic was highly requested.</p> <p>As the company is self-insured, financial administration wasn't an issue. There were no orthopedists on staff. The DCs became part of the medical group and diagnostic team.</p>	
	Planning process/timeline	By recommendation of Cisco, the lead DC was recruited and hired by the operating partner. Implementation planning for chiropractic care included developing integrated workflows and EMR templates, and creating an integrated patient-centered model. The DC was not part of	"The lead chiropractor managed the physical medicine department. His key focus was clinical integration. He helped the multi-disciplinary team and the physicians develop the

		<p>the development group, but helped to shape the processes.</p> <p>Over a period of time and maturation of the model, the lead chiropractor took over management of CAM areas, reporting to the Medical Director.</p> <p>Cisco is a corporate partner of Stanford Health Care, who took over operation of the Health Center from Premise Health in October 2015. Since then, the lead DC does not have management duties.</p>	<p>integrated model of care coordination. He designed an integrated program whereby, based on the diagnostics of the patient, they would see a combination of modalities, including acupuncture, physical therapy and health coaching". (Integration Health Manager)</p>
	Year clinical services established	November, 2008	
Chiropractic Clinic Structures	<p>Administration</p> <ul style="list-style-type: none"> • Department/service line • Performance measures/benchmarks 	Chiropractic is part of the Physical medicine/chiropractic department in the LifeConnections Health Center.	
	Location/space/equipment	<p>The chiropractic services have two treatment/exam rooms available for patient care.</p> <p>Chiropractors and Physical Therapists share the same space in the clinic located by a functional gym area used by both disciplines, containing therapy balls, free weights, balance boards, resistance bands and access to a full gym through a secure and private door.</p>	
	<p>Chiropractors</p> <ul style="list-style-type: none"> • Number/FTE/appointment • Privileges/services • Non-clinical activities 	LifeConnections Health Center has 2 chiropractors on staff, one full-time and one part-time employee.	"It is critical to have the right talent and right person who is willing to work with the physicians, who's willing to

	<ul style="list-style-type: none"> Professional attributes Interprofessional attributes 		<p>work with the PT and not be very narrow-minded in, in that chiropractic is the only way. And same with the physicians (who work here).</p> <p>Now, were all the physicians bought into chiropractic medicine from day one? Not necessarily. The key to integration is people relations. It takes getting to know each other, getting to know how they practice medicine, getting to know and trust the practitioners. So, when the referral transition begins, it's really a trust. I trust you're going to take care of my patient, so I'm going to refer. Without that trust, the chiropractors are not going to get any referrals from anybody and vice versa.” {Integration Health Manager}</p>
	<p>Support staff</p> <ul style="list-style-type: none"> Discipline/number 	<p>There are no support staff dedicated specifically to the chiropractic clinic.</p> <p>LifeConnections Health Center has a centralized patient check-in/waiting area, which services all of the departments and providers in the center.</p>	

		<p>The LifeConnections Health Center has 11 medical assistants, and 4 RNs and 1 LVN on staff.</p>	
	<p>Patient access</p> <ul style="list-style-type: none"> • Referral, self-referral • Appointment availability/wait • Appointment length, number per week 	<p>All patients at the LifeConnections Health Center are Cisco employees, spouses, or dependents. Patients can self-refer to the chiropractor or be referred by another provider.</p> <p>The LifeConnections strives to get a chiropractic appointment set up on the same day or next day of referral or scheduling.</p>	<p>“They [patients] have excellent access. The main aspect that that limits their access is awareness - do they know the clinic has chiropractic team onsite? That’s a marketing issue. And some days we’re too busy and it’s hard to get in, but we really work hard to provide same day or next day access. There are 14000 Cisco employees, plus all of their dependents, there are like 32,000, we really focus on being available to fit people in, so our schedule is a lot of times the issue.” {Chiropractor A}</p>
<p>Chiropractic Clinic Processes</p>	<p>Patient characteristics</p> <ul style="list-style-type: none"> • Population, conditions, complexity • Access patterns seen 	<p>The clinic sees patients with a variety of musculoskeletal conditions, generally of low to moderate complexity such as postural strain and deconditioning. It is a very diverse corporate population with many international patients</p> <p>Patients can access the chiropractic clinic directly, or can be referred from other providers. At the point of service a referring provider often can have patients</p>	

		scheduled directly into the chiropractic clinic.	
	<p>Services provided</p> <ul style="list-style-type: none"> • Diagnostic, therapeutic 	The clinic provides full scope diagnosis and management of musculoskeletal and neuromuscular conditions. Treatment options include manual manipulation, mobilization, soft tissue treatment, and active care such as rehabilitative exercise and ergonomic instruction	
	<p>Case management</p> <ul style="list-style-type: none"> • CPGs/care pathways used • Outcome assessment/reporting • Communication/collaboration with other providers 	Patient reported pain and functional outcomes are assessed as part of each treatment plan. Providers communicate through formal care team meetings, informal discussions, and observational rounds. Co-location of chiropractic and physical therapy providers facilitates communication and collaboration.	
Impacts/Outcomes	<p>Clinic function</p> <ul style="list-style-type: none"> • Use, utilization, performance benchmarks 	The clinic meets its established performance-based metrics including access, clinical outcomes and patient satisfaction.	
	<p>Patient status</p> <ul style="list-style-type: none"> • Outcomes, satisfaction 	The chiropractic clinic consistently receives high patient satisfaction ratings.	
	<p>System status</p> <ul style="list-style-type: none"> • Facility actual (or impression of) value • Non-DC staff impression • DC staff impression 	<p>Staff and providers indicate the value of the multi-professional clinic including chiropractic care for the patients.</p> <p>The facility promotes cooperation and understanding among the providers by having the providers shadow each other,</p>	<p>“I think it’s very patient centered, I think they provide a really good customer service; I think they’re really easy for our patients to access, and I think they’re very easy for us physicians to</p>

		<p>seeing how each unique provider type cares for patients.</p>	<p>communicate with.” (Primary care physician)</p> <p>“I think everybody understanding what the other person does, so it’s part of our on-boarding having the different modalities, spending time with another, so the acupuncturist spends time with the chiropractor, the chiropractor spent time with the acupuncturists... that understanding helps them know better how to refer to each other and how to find the best treatment for the patient, whether it’s chiropractor or acupuncture.” {Director of clinical operations}</p>
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