

Light up Patient Experience Quality Improvement Efforts with Mystery Shopping

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Disclosures

- The activity planners and speakers do not have any financial relationships with commercial entities to disclose.
- The speakers will not discuss any off-label use or investigational product during the program.

This slide set has been peer-reviewed to ensure that there are no conflicts of interest represented in the presentation.





Introduction

An Overview of Two Consumer Health Experience Initiatives Over 90% of patient complaints are about patient experience. Negative patient experience often causes a "break" in the patient-provider relationship resulting in some patients not showing up for in-person or virtual healthcare appointments.

The good news is that we can remedy this "break-up" and create better connections with our patients by conducting a mystery shopper assessment. This program will describe the "mystery shopper" quality improvement concept and share data collected in both urban and rural settings in the State of Florida.

Learning Objectives

After participating in this 1-hour program, attendees will be able to:

- Briefly discuss the difference between quality improvement and quality assurance.
- Define the terms person-centered care, collaborative care and patient experience.
- Provide examples of how patient experience can positively and negatively impact an individual's ability to link and engage in HIV care.
- Discuss the successes and limitations of using mystery/secret shopping strategies in conducting HIV quality improvement projects in urban and rural settings.



KEY TERMS





Patient Experience

Patient experience is the "sum of all the interactions and experiences in the organization that influence the patient's perceptions across the continuum of care. "

Beryl Institute, 2017



Person-Centered Care

- Honors the patient's right to decide
- Involves shared decision making
- Individualizes care
- Personalizes care

- Respectful
- Genuine
- Transparent
- Nonjudgmental



Collaborative Care

"The most important thing a team can do to actively engage patients in care is to take time – time to welcome, time to listen, and time to authentically include patients in their care. It seems like this should be simple, yet at first it may seem impossibly hard to take the time to do these things well."

> From a Field Guide to Collaborative Care: Implementing the Future of Health Care By Paul Uhlig & W. Ellen Raboin (2015)





Development and implementation of activities to make changes to processes and services in response to performance data findings

Quality Improvement (QI)



Making changes in the status quo to makes positive changes or improvements in a specific service, process or system of care to assist consumers achieve better health outcomes



Quality assurance (QA) is not the same as quality improvement, but rather it is an implemented plan used to maintain a desired level of service quality or performance



Mystery Shopping

- Method used by marketing research and organizations to measure quality of services, job performance, regulatory compliance
- Related terms: mystery shopper, mystery consumer, mystery research, secret shopper and secret shopping and auditor
- Mystery shoppers go through the experiences that consumers encounter





Polling Question 1

If you were going to set up a mystery shopper quality improvement project for your clinic what aspect of HIV treatment and care would you choose to explore?

- a) Employee performance
- b) Access to care/services (e.g. making appointments)
- c) Clinic registration process
- d) Wait time to see prescriptive providers
- e) Other





Florida: HIV Quality Improvement Projects



Quality Improvement Team Meeting 2016 Fort Lauderdale, Florida

We get several calls every week from consumers complaining about their care.

How can we better understand what our RW Part A patients are experiencing?

Our patient survey evaluation data shows consumers are pleased with our services.

CONSULTANT: What about using a mystery shopping approach to quality improvement?



2017 Customer Health Experience Initiative (CHEI)

The Broward RW EMA Quality Management Program completed an initiative to assess and improve the client HIV health care experience in our system. The Project was chosen as the 2018 HRSA/HAB Quality Award Winner for Quality Improvement by the National Quality Center

The multi-faceted approach included:

- 1. Mystery shopper and consumer assessments and surveys
- 2. Educational modules for clinical and non-clinical staff
- 3. Agency-specific assessment results, findings and recommendations
- 4. Providing tools and strategies to develop a service improvement action plan.



The Consumer Health Experience Initiative

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The Aims of the CHEI

Identify facilitators and barriers to client engagement in HIV care. Identify tools and strategies to improve engagement and retention in care for HIV+ clients.

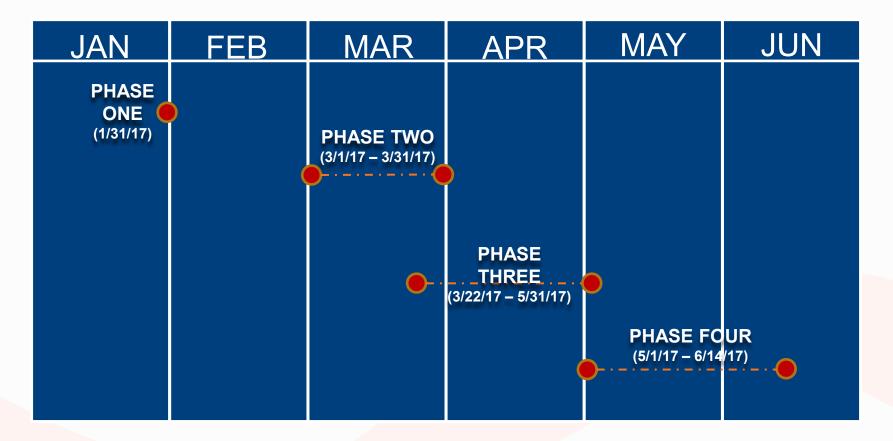
Identify the importance of establishing an agency team culture that enhances patientcentered care.

Project Phase Descriptions

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	Description of Work
Phase One	Introduction: CHEI initiative overview for Agency Providers.
Phase Two	Implementation: CHEI assessment data collection - Secret shopper/consumer experience at 12 participating agencies.
Phase Three	Results: Full staff (entire organization) 90-minute presentation held at each of the 12 participating agencies.
Phase Four	Results: Clinical Staff 2-hour presentation held at each of the 12 participating agencies.

CHEI Timeline



Phase 1: Meeting & Presentation Introducing the CHEI An introduction of the CHEI was presented to Part A Agency representatives including an overview of participation requirements, trainings, modules and secret shopper implementation.

Agency Participation/Reception: Introduction "secret shopper" Project was key in creating buy-in from Part A Provider Agencies. Representatives were eager to receive valuable feedback from clients/secret shoppers to help measure the efficiency of the everyday Consumer experience.

Secret Shopper Training



Shopper #:		
	Secret Sh	opper Patient Information
My name is:		
My birthday is:	/	I
l am:	_years old.	
My ethnicity is:		
My racial group is:		
My gender identification	is:	
My education Level is: _		
Employment:		
Health Insurance:		
My city is:		



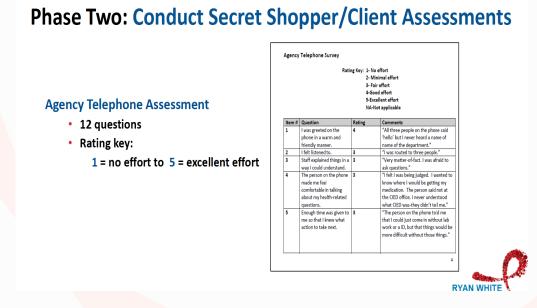
Secret Shopping Procedure

During the 6-hour training, the shoppers were given a persona and their background information:

- Reason for calling/visit
- Schedule of what department to call/visit and when
- Questions to ask on the phone calls or at the clinics
- Process for completing surveys

Shopper #:		
	Secret Shopper Patient Infor	mation
My name is:		
My birthday is:	<u> </u>	
l am:y	/ears old.	
My ethnicity is:		
My racial group is:		
My gender identification is	:	
My education Level is:		
Employment:		
Health Insurance:		
My city is:		

Call/Visit Evaluation Tools



After the shoppers concluded their calls and visits, they completed a 4page survey describing their experience.

- Shoppers completed one survey per call or visit.
- Completed surveys were returned to Consultant.





Phase 2: CHEI Secret Shopper/Consumer Experience

Agencies were evaluated on three (3) service delivery attributes:

In-person agency visits

Services and scheduling provided via telephone



Phase Two: Conduct Secret Shopper/Client Assessments

Agency Visit Assessment

- 22 questions
- Rating key:
 - **1** = no effort to **5** = excellent effort

Agency Visit Date		Consume	er, Actor or Both
	8/2017	Actor ma	ade 1 visit and 1 phone call
Agency	Visit Survey Rating Key	: 1- No ef	fort
		-	nal effort
		3- Fair e	
		4-Good	
		-	ent effort applicable
		INH-IVOT	approable
ltem #	Question	Rating	Comments
1	Initial greeting at Agency	5	"Welcoming greeting, but after that when I started talking about why I was there, the experience felt troubling."
2	Showed respect for what I	5	"Staff person listened without
-	had to say.	-	judgement in the beginning."
3	Paid attention to what I had to say.	5	, , , , , , , , , , , , , , , , , , , ,
4	Explained things in a way I	3	"I couldn't understand why I couldn't
	could understand		see a case manager."
5	Staff made me feel comfortable.	4	"I became frustrated when in a very business-like manner I was told I
			would have to come back some other time."
6	Waiting room was comfortable.	5	
7	Staff spent time with me.	4	
8	Receptionists/clerks were	4	
9	helpful and courteous. Visit was not interrupted	5	



Positive Clinic Experiences

"I walk out of my doctor's appointment knowing my labs...CD4 count and viral load. It feels good to have my doctor talk with me about how I am doing."

"The Case Manager was really great. I felt like I could talk to her about anything."

"The staff that works with my provider is really good. They seem to really care about me."





Negative Clinic Experiences

"This experience at the front desk was very confusing and frustrating because they didn't seem to care about why I was there asking questions. I asked to see someone in Outreach and when they didn't understand that I asked to see a case manager so I could be linked to care. The person asked me out loud if I was HIV-positive." ."

"I wish the provider wouldn't tell me how busy they are as they are walking in the room to see me. It makes me feel **rushed and less important**."

"I felt that the **staff were biased about my age**. I think they believed I was young, immature and incapable of following directions."





- "The receptionist asked me for my RW Identification number. I had no idea what she was talking about. I
 gave her my DOB and name, but she said I had to have my RW number or else she couldn't help me."
- "I was told to call my case manager and that the CM would have to refer me to have an appointment with a dentist. I told them I didn't need a CM, but the receptionist told me that I had to have a CM to get dental care."

Additional Negative In-Person Clinic Experiences



Phase Two: Conduct Secret Shopper/Client Assessments

Agency Telephone Assessment

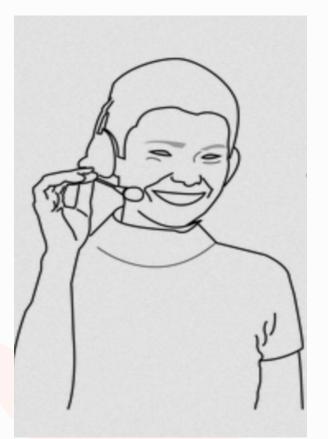
- 12 questions
- Rating key:
 - 1 = no effort to 5 = excellent effort

	Rating Key: 1- No effort 2- Minimal effort 3- Fair effort 4-Good effort 5-Excellent effort NA-Not applicable					
ltem #	Question	Rating	Comments			
1	I was greeted on the phone in a warm and friendly manner.	4	"All three people on the phone said 'hello' but I never heard a name of name of the department."			
2	I felt listened to.	3	"I was routed to three people."			
3	Staff explained things in a way I could understand.	3	"Very matter-of-fact. I was afraid to ask guestions."			
4	The person on the phone made me feel comfortable in talking about my health-related questions.	3	"I felt I was being judged. I wanted to know where I would be getting my medication. The person said not at the CIED office. I never understood what CIED was-they didn't tell me."			
5	Enough time was given to me so that I knew what action to take next.	3	"The person on the phone told me that I could just come in without lab work or a ID, but that things would b more difficult without those things."			



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Positive Telephone Experiences



"I had the attention of the person on the phone. I felt important."

"I like the automated **appointment reminder calls**."

"A nice friendly person answered the phone."



Image accessed at https://pixabay.com on 10.23.2020



Negative Telephone Experiences



"They asked me my birthday. I said 2-1-92 day-month-year. They said I wasn't in the system. I corrected myself and gave month-day-year. Someone in the background laughed and said 'who doesn't know their own birthday?' I felt demoralized and hung up."

"I just wanted to talk to a staff member about my oral health concerns. I was told I had to come in to be evaluated first."

"I kept getting a voice message when I called that said to leave my name and number and that someone would call me back. I didn't want to leave my name on a message machine. I wanted to talk to someone. Besides, I don't have my own phone."



Image accessed at https://pixabay.com on 10.23.2020



Additional Reported Negative Telephone Experiences

"I was transferred 4 times before getting to the right person to make an appointment. I wanted to just hang up after the second transfer."

"It was after Christmas and before December 30th and I wanted to find out how to see a provider. I kept getting voice mails. The recorded message didn't say what the holiday hours were **so I didn't know when to call back.**"

"I had to have a lecture by the desk staff about how I had to first have my HIV test results before I could see anyone even if I was testing several years ago. This all occurred in the waiting room lobby got me upset. No one ever offered to take me to a private room to discuss this testing issue. I don't want to go back there."





Consumer and Secret Shopper Visit Scores by the Numbers

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Using a scale of 1-10, where 10 was a wonderful effort and 1 was little to no effort:

- The average perceived effort made by staff/providers to greet/welcome patients, in a warm and friendly manner on the phone, was 2.9.
- The average perceived effort made by staff/providers to greet/welcome patients, in a warm and friendly manner in person in the clinic setting, was 4.7.
- The average perceived effort made by staff /providers to carefully listen to the patient's health needs and concerns on the phone, was 3.3.
- The average perceived effort made by staff /providers to carefully listen to the patient's health needs and concerns in person in the clinic setting, was 4.0.
- The average perceived degree to which providers/staff in the clinical setting asked patients open-ended questions to learn more about patients and their concerns, challenges and successes in managing their overall physical, social and emotional health was rated by Secret Shoppers/Consumers, was 2.7.

Polling Question

Using a similar 1-10 rating scale with 1 indicating "little to no effort" and 10 indicating "wonderful effort," what is the average effort your team makes to ask patients open-ended questions to address their needs and concerns?

Secret Shopper Recommendations

'Improve
 phone system'

"Receptionist training on customer service and communication"

"Develop better process for clients to make an appointment without a case manager"

Individual Agency Results

- Providers discussed the outcome of the Phase 2 results among one another as well as with Staff, Recipient Staff, and the Consultant.
- The discussion centered around identified areas of improvement and meaningful ways to address the highlighted issues in service categories and agencies.
- Direct client experiences and agency-specific outcomes were shared with providers and they discussed possible solutions.



Phase 3: "Creating a Welcoming and Responsive Service Environment for People Living with HIV"

90-minute interactive learning program presented to the entire staff of each of the 12 participating agencies.

Learning Objectives:

- 1. Define the term patient-centered care.
- 2. Explain how social disparities interfere with patients receiving timely and evidenced-based HIV treatment and care.
- 3. Describe strategies to assist clinics and staff create a welcoming environment that ultimately supports cultural, gender, sexual, social, economic, and religious diversity.
- 4. Explain how support staff and clinical staff can collaborate to eliminate the presence of stigma, trauma, fear, confusion and resistance, and promote a culture of acceptance, support, safety, and caring.

Phase Three: Team Culture Assessment

- In addition to presenting the educational module, the consultant assessed each agency's team culture
- All staff from each agency were invited to attend this module, allowing us to assess the agency's team culture as a whole, versus only Ryan White staff
- The tool had providers use a 5-point Likert scale to choose closest belief in statements regarding the nature of their team.



TEAM CULTURE SURVEY. Think about the culture of YOUR TEAM. Your team is the people you work with when you doing your job. Read through the list of 12 statements below and circle the number between the two statements that closest to where you think YOUR TEAM is at this point in time.

EXAMPLE

People in my team break rank and go it alone. 1 2 3 4 5 People in my team pull together

If you circle 1, then you feel your team works alone most of the time. If you circle 3, you think your team works alone the time and pulls together as a team some of the time. If you circle 5, you feel that on the whole, your team works to This Survey should take 5-7 minutes to complete.

1	People in my team have dissimilar values, interests and beliefs.	1	2	3	4	5	People in my team share values, inter and beliefs.
2	People in my team break rank and go it alone.	1	2	3	4	5	People in my team pull together.
3)	Individuals in my team operate alone and there is conflict between them.	1	2	3	4	5	There is community spirit and co-op in my team.
4	My team is ruled by standards of the past.	1	2	3	4	5	My team is ruled by visions of the fu
5	 Meetings are an aspect of the culture of in my team. 	1	2	3	4	5	Working in small teams is an aspec culture in my team.
6	In my team there are winners and losers, them and us.	1	2	3	4	5	People confront and move beyond to differences in my team.
7	My team is anti-change.	1	2	3	4	5	My team is change oriented.
	There is weak coordination in my team.	1	2 2	3 3	4	5	There is strong coordination in my te
9	 My team is inward looking and focused on itself. 	1	2	3	4	5	My team is outward-looking and doe focus on itself.
1	D)My team is dominated by routine and and systems.	1	2	3	4	5	My team is creative and ideas-domi
1	1)People do not reflect about their work in my team.	1	2	3	4	5	People reflect about their work in m
1	2)There is disagreement in my team.	1	2	3	4	5	There is harmony in my team.

*Pritchard & Dewing (2000). A multi-methods evaluation of an independent dementia care service and its approach. Aging and Mental Health 5:1,63-72.

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Recommendations

Plan, coordinate, and implement relevant education/trainings to benefit improved client health outcomes:

• Empower non-medical employees to improve customer care

- Address biases formed from previous agency visits
- Reinforce communication between providers
- Encourage team culture growth and development

Ryan White Meeting 2018

Accessing and Improving the Client HIV Healthcare Experience







Florida: HIV Quality Improvement Projects

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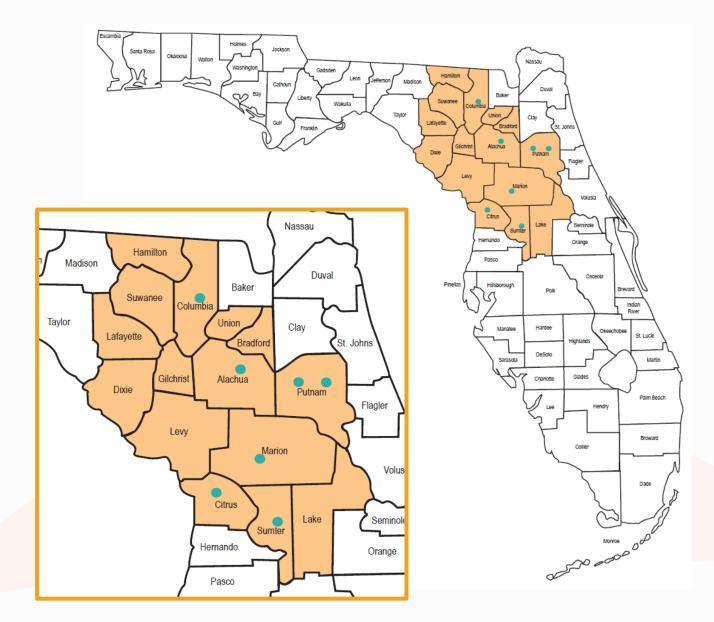
Significance

WellFlorida Council, Inc.

- Local health planning council for North Central Florida
- Lead agency for the Ryan White CARE Program

In 2019, WellFlorida Council serviced 1,644 clients through their Ryan White Part B Program

 1,488 clients received at least one Core Medical Service







Project Objectives

To conduct quality assurance assessments of the Ryan White CARE Program, including clinics, eligibility, and case management, in Alachua and Marion County through secret shopping and client interviews

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To analyze the results of the quality assurance assessments



To share the results with service providers and stakeholders



To provide data that can be used for the implementation of person-centered HIV care training for staff and identify additional recommendations to improve the patient care experience

Project Phase Descriptions

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	Description of Work
Phase One	Introduction: Develop collaboration between WellFlorida and the North Florida AETC. Interview students to help conduct the project.
Phase Two	Planning: Shopper training and evaluation and interview survey development - at 3 participating agencies.
Phase Three	Implementation: Data collection: (1) Secret shopper-initiated agency telephone calls with evaluations and (2) Consumer interviews by student and AETC project lead
Phase Four	Results: Share secret shopper findings with WellFlorida Administration and set up staff/provider education on creating a welcoming environment for consumers to improve linkage and retention in HIV treatment and care services.

Methods

Telephone Secret Shopping

- Secret shoppers were recruited using convenience sampling methods
 - Fliers to College of Public Health and Health
 Professions and Gainesville Playhouse
 - WellFlorida staff (not tied to the Ryan White Program)
 - Seven students and one faculty were recruited
- Participants were trained during a 90minute session
- Participants were given a survey tool to complete after each call
- The **7 student mystery shoppers** were compensated with a gift card after their completed surveys were returned

SHHI IT'S A SECRET ... WellFlorida Council is seeking callers for a secret shopping project Must be 18 or older to participate Minorities and members of the LGBTQ+ community strongly encouraged Participants will be compensated **TRAINING WILL BE HELD** FEBRUARY 13TH @ 10:00 AM AT WELLFLORIDA COUNCIL FOR MORE INFORMATION PLEASE CONTACT JADA AT JADAJOLLEY@UFL.EDU



Secret Shopper Training

February 13th, 2020



My HIV Information:	
Newly Diagnosed or Reengaging in Care:	
Previous in Ryan White Program: YES / NO	
If Yes, Where?:	
List of Available Paperwork (if YES, it is located at the Ryan White location stated above	e):

Background Information

- Letter of Eligibility: YES / NO
- Picture ID: YES / NO
- Proof of Positivity: YES / NO
- Medical Records: YES / NO



Secret Shopper Patient Information

Living Situation:

Barriers to Care (circle):

Location is inconvenient Have no reliable transportation Have no money for gas Have to take the bus Have no childcare

Works 9 to 5

Family friend works at agency Feel poorly/short of breath always Caregiver Feeling overwhelmed by all of this Trouble paying for food/no food



Mystery Shopper Phone Calls

Demographics of Mystery Shoppers

- 24 year old female
 - Speaks portuguese, undocumented, no insurance or transportation
- 55 year old female
 - French Creole accent, hard of hearing
- 26 year old female
 - Spanish speaking, no childcare
- 29 year old transgender female
 - No money for gas or transportation
- 18 year old female
 - No money for gas or transportation, no insurance
- 22 year old female
 - African American, caregiver, no money for food



Survey Tool

Agency Telephone Survey.								
cenario/Reason for Cal								
Agency and Call Information								
Agency Called (Circle one)	Alachua Clinic	Ryan White Case Management	Marion County Clinic	Eligibility				
Date and Time of Call	Date (mm/dd/yy)	l	Time::	AM or PM				
Staff Member Who Answered the Phone	First Name:		Last Name:					

Rating Key:

1- Strongly Disagree 2- Somewhat Disagree 3- Neither Agree nor Disagree 4- Somewhat Agree 5- Strongly Agree NA- Not Applicable

Instructions for Questions 1-13: Please rate the following according to your customer service experience by encircling the number that corresponds with your rating.

1. I was greeted on the phone in a warm and friendly manner.	1	2	3	4	5	NA
Comments:	1	-			-	
2. The staff explained things in a way that I could understand.	1	2	2	4	5	NA
Comments:	Γ.	1	ľ	1	ľ	
3. The staff made me feel comfortable talking about my health-related question(s).	1	2	3	4	5	NA
Comments:						
4. The staff took the time to answer my question(s).		2	3		Ę	NA
Comments:	[]	2	3	4	3	NA

- After the shoppers concluded each call, they completed a brief survey regarding their experience
- Completed survey was returned to MPH student





Telephone Secret Shopping

FINDINGS



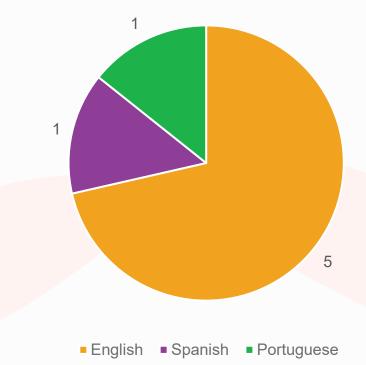
Client Demographics

Barriers to Care (n=21 call events)

- Location is inconvenient
- No reliable transportation
- No gas money
- Long bus ride
- No childcare
- Works 9a to 5p
- Family friend works at central intake agency
- "Feels poorly" and has shortness of breath

- Is a caregiver
- Feels overwhelmed
- Trouble paying for food; sometimes has no food
- No insurance

Languages Used by Shoppers





Key Findings

The goal for the telephone secret shopping was to assess the staff's ability to navigate around the barriers presented by the callers

There were a total of 16 calls made to 3 agencies, all during normal business hours

Only 3 mystery shoppers reported that the initial purpose of the call was adequately addressed/resolved.

Five calls were not answered by a staff member; calls went straight to voicemail.





Negative Feedback

"Called twice and reached voicemail. Automated menu was in...very basic Spanish." —Spanish-speaking participant

"Kept repeating things in English and grew very frustrated." —Spanishspeaking participant

"They were completely silent, and I felt like I had to explain why I was calling without them responding or asking any questions."

"Never reached helpful contact."

Positive Feedback

"Made me feel that my concern to become eligible was important and that she would work with my concerns about privacy."

"We spoke in English. She worked hard to understand my accent and checked in with me if she was unsure."

"We had no interruptions. I felt like I had her full attention." "Jan* was very good and provided me with information that I didn't even have to ask for, which made me feel comfortable."

*names have been changed



One Word Description of Phone Calls





Client Experience Interviews

February through March 2020





Client Interview Form

Client Experience Interview

Agency and Visit Information									
Agency Visited (Circle one)	Alachua Clinic	Ryan White Case Management	Marion County Clinic	Eligibility					
Date and Time of Visit	Date (mm/dd/yy)		Time:	_ AM or PM					
How did you hear about the Ryan White Program?:									

Demographic Information

- 1. Please identify your age group: 4. With which racial group do you best identify ?: 17 or younger White 18-20 Black or African-American 21-29 American Indian or Alaskan Native 30-39 Asian 40-49 Native Hawaiian or other Pacific Islander 50-59 Not listed (please specify) □ 60 or older
- 2. With which gender do you best identify?
- Female
- Male
- Non-binary
- Transgender Female
- Transgender Male
- Not listed

- 5. What is the highest level of education you have completed?
- Less than high school degree
- High school degree or equivalent (e.g. GED)
- Some college but no degree
- College degree Graduate degree

Prefer not to answer

Methods

- Clients were recruited and interviewed on a rolling basis throughout the project
 - Clients were identified through WellFlorida's Linkage to Care Program (n=4)
- Four clients were recruited and interviewed (phone and/or inperson)
- Clients were compensated with gas cards following the interview



	Included participants (N		
Demographics	п	%	
Ethnicity			
Hispanic/Latino	0	0	
Non-Hispanic/Latino	4	100	
Race			
American Indian or Alaskan Native	0	0	
Asian	0	0	
Black or African American	3	75	
Native Hawaiian or another Pacific Islander	0	0	
White	1	25	
Not listed/Other	0	0	
Sex/Gender			
Female	2	50	
Male	2	50	
Non-binary	0	0	
Transgender	0	0	
Not listed	0	0	
Prefer not to answer	0	0	
Age			
17 or younger	0	0	
18-20	0	0	
21-29	1	25	
30-39	0	0	
40-49	1	25	
50-59	2	50	
60 or older	0	0	
Education Level			
Less than high school degree	0	0	
High school degree or equivalent (e.g. GED)	1	25	
Some college but no degree	2	50	
College degree	1	25	
	-	20	

Demographics

Client #	HIV Risk Factor	HIV Positive Date	Viral Load
001	MSM, Heterosexual	2019	Undetectable
002	Heterosexual	2003	Undetectable
003	Heterosexual	2002	5030, last undetectable in 2015
004	MSM	2015	8470, last undetectable in 2016



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Positive Feedback

"They were sweethearts" – regarding the eligibility front office staff "I didn't have my letter [of eligibility] and...we made a plan to get it" –regarding the eligibility worker

"Carly" made me feel comfortable."

-regarding the eligibility worker

*names have been changed



Negative Feedback

"I was intimidated. Everyone looked extremely busy. I walked in the center, lost and confused." "There was a guy who wasn't the nicest, but I don't think he works there anymore so maybe they picked up on that."

"I was given a different colored folder than everyone else and that kind of made me feel paranoid."







Project Strengths and Limitations

Limitations

- Small number of clients interviewed
- Due to COVID-19 and limited availability of secret shoppers and clients, the Project timeline was shortened

Strengths

- Four culturally diverse clients agreed to share their experiences on linkage to HIV care experiences in the WellFlorida system
- Mystery shopper evaluations and client interviews revealed strengths and weaknesses of the RW system of care as it relates to access and linkage/retention in care





Evaluation and Next Steps



This project was conducted with the idea that it could inform strategies to improve access to treatment and care processes and services for people with HIV living in rural areas of North Florida



Replication of this Project on a larger scale can help to address barriers to linkage to and engagement in HIV care experienced by people with HIV living in rural and urban areas.

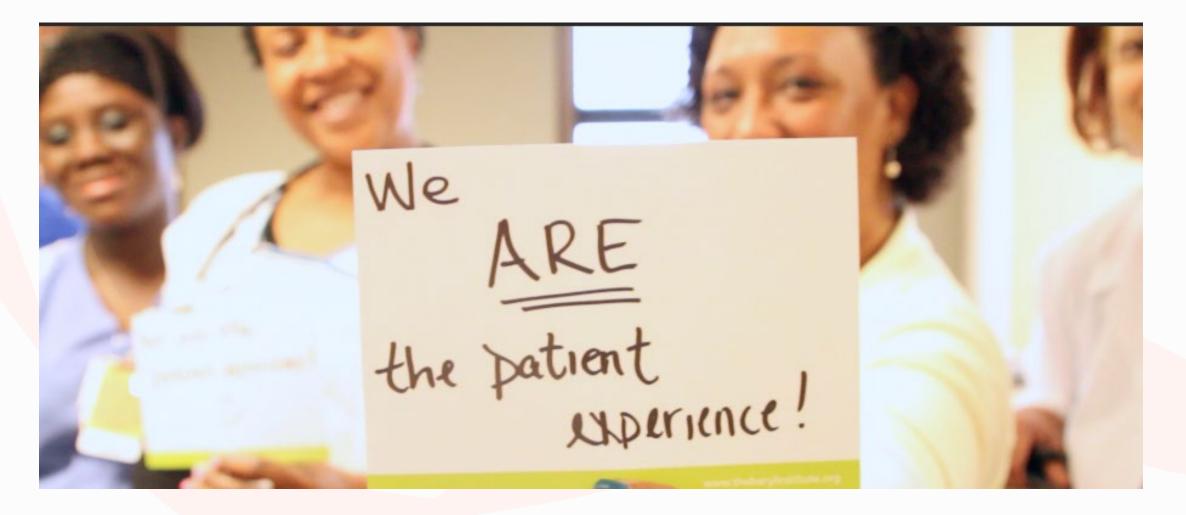


The data collected through this project will be utilized by WellFlorida Council's leadership to plan education and trainings for staff and providers working in the Ryan White system of care.



Creating a Welcoming and Accessible Healthcare Environment

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A Very Special Thanks to

- Broward RW Part A EMA and the Broward Regional Health Planning Council Quality Management Team
- Ms. Jada Jolley, B.S., MPH
- Ms. Kelsey Watts, B.S.
- Mr. Andrew Montick, B.S.





Questions and Conversations







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