

# Retail Clinic Partnerships: The Value Proposition for Hospitals and Health Systems

A Report from the Convenient Care Association

## Introduction

The retail clinic industry was founded upon the principles of providing accessible, affordable high-quality healthcare to Americans. Since its inception, the retail health industry has grown and advanced in several ways such as through the increased number of clinic locations and the services offered in the clinics. One of the most striking changes over time has been the vastly increased involvement of provider groups. While some traditional healthcare providers initially felt threatened by a disruptive newcomer to the healthcare landscape, the number of hospitals and health systems joining forces with retail clinics has nearly doubled in the last year with over 100 systems actively involved in operating or partnering with retail clinics.

Figure 1 illustrates the hospital and health systems affiliated with or operating retail clinics. Appendix A provides the complete list.

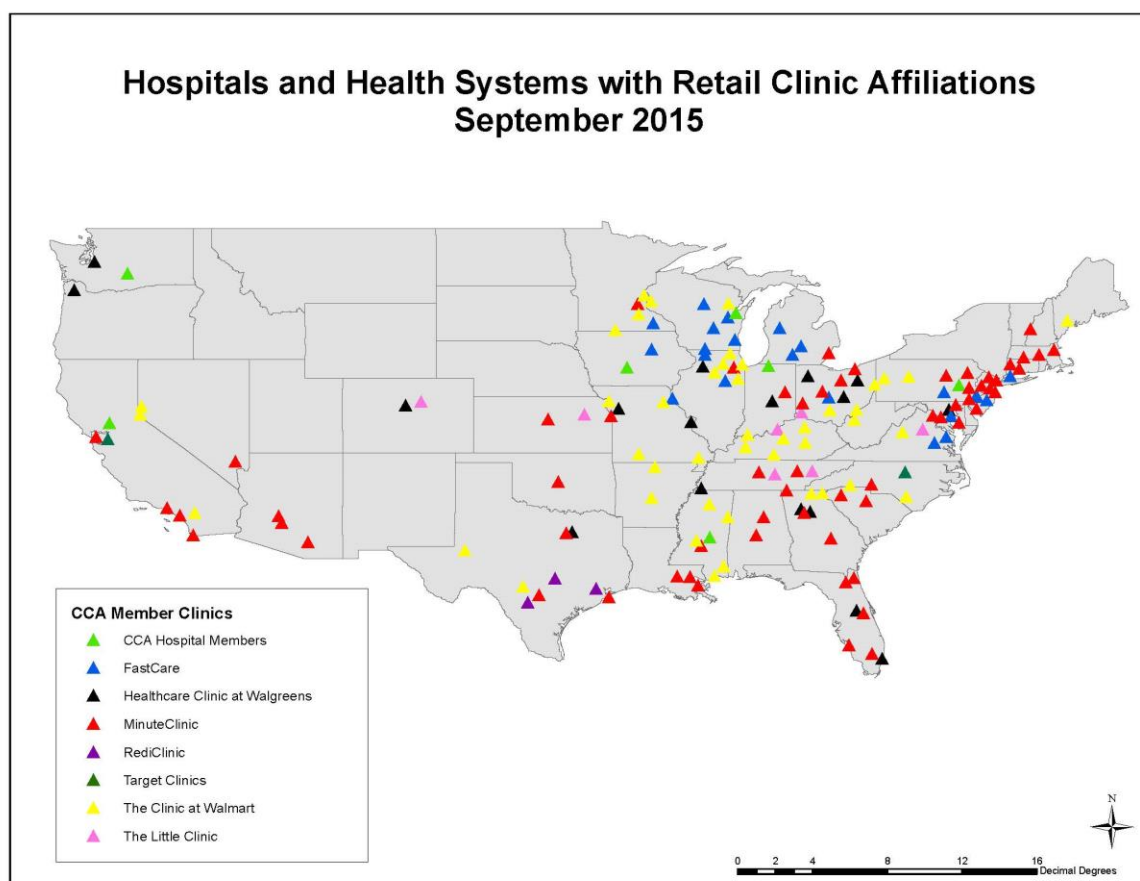


Figure 1: Hospitals and Health Systems with Retail Clinic Affiliations

*Note: These images do not represent all locations within each affiliated health system or network. Each affiliation is represented by one image in the location of their central location and/or corporate office.*

## Core Benefits of Partnerships

The partnerships between retail clinics and hospitals and health systems provide a number of key benefits for both entities. Key benefits include the expansion of access to care, service expansion opportunities such as chronic disease management and maintenance, enhanced quality monitoring and improvement programs and ongoing support of continuity of care as well as compliance with the Affordable Care Act.

### Access Expansion

Access to healthcare remains problematic for millions of Americans. Even before the Affordable Care Act (ACA) was enacted, retail clinic pioneers recognized the need for access to affordable, high-quality basic primary healthcare in convenient settings and the industry was founded upon those principles. Research has shown that retail clinics are the lowest unsubsidized provider of healthcare: (1) over 30 percent of the U.S. population lives within a ten-minute drive of a retail clinic, (2) and the quality of care provided in the clinics is the same or superior to that of traditional medical settings such as emergency departments and urgent care centers. (3) Through partnerships with retail clinics, hospitals and health systems expand their networks, increase access to services for existing patients and increase their presence in areas where they may not have physical locations.

Collaboration between retail clinics and health systems provide a vehicle for network expansion and increased access to care for existing patients.

For many patients, a retail clinic visit is their first contact with the complex healthcare system and as many as 60 percent of retail clinic patients do not have an established primary care provider. (4) Through affiliations with the health systems, retail clinics can offer patients easier access to the affiliated health systems.

Similarly, hospitals and health systems work with retail clinics for after-hours routine care that may have previously been handled needlessly in the emergency department. One study demonstrated that approximately a quarter of emergency department visits could be handled at a retail clinic. (5) Diverting patients with non-emergent medical needs from the emergency department save hospitals and health systems millions of dollars each year.

Telehealth is also being used by retail clinics, hospitals and health systems to expand access to care, particularly in rural and underserved

### Hospital Considerations for Retail Clinic Affiliations

- Do they want a low cost, walk in option in their service line for the community?
- Do patients have difficulty in accessing the health system for care, are there needless waits?
- Do patients have difficulty accessing primary care physicians, delays, closed panels, inconvenient office hours, etc.?
- Do they want to grow primary care business for their system?
- Do they have an emphasis on affecting population health in a positive way?
- Do they recognize retail health as a tool to manage the population of an ACO?
- Do they want to decant their emergency rooms of patients that don't belong there?
- Do they recognize retail clinics as a service to help them work with businesses in their communities by providing an access point that can help them control their health care costs?
- To create efficiency and cost savings, will the retail clinic model fully integrate the health system's EMR so that the patient's visit is seamless across the system?

areas. Telehealth consultations in the retail clinic setting can connect patients with hospitals and health systems who would not normally have access to those providers. Working collaboratively, a hospital or health system specialist and retail clinic practitioner can effectively care for a patient with a condition or illness that is not routinely treated in the clinics.

## Health System Perspectives

“The Little Clinic care and service model is a patient-centric response to healthcare payment reform. It is one of our most important strategic relationships and allows UC Health to focus time, energy, and resources on specialty services while simultaneously enhancing convenient access to affordable, quality care. Combined, The Little Clinic and UC Health are ideally positioned to improve the health of communities we serve in a noncompetitive, coordinated manner. Ultimately, patients, employers and payers are the beneficiaries of our evolving care relationship and emerging service model.”

Peter J. Iacobelli  
Vice President of Strategic Planning & Business Ventures  
UC Health

Research has shown that patients like telehealth visits. CVS Health Research Institute recently released the results of a study regarding patient satisfaction of telehealth visits provided at MinuteClinic® retail clinics and found that 95% of patients said they were highly satisfied with the quality of the care they received and over one-third of them preferred a telehealth visit to a traditional doctor's office visit. With approximately 25 percent of the American population without an establish primary care provider, (6) the growing primary care provider shortage and overall shortage of healthcare providers in rural areas, telehealth provides one possible solution, and a definite benefit, by broadening the reach of hospitals and health systems.

## Service Expansion

At the outset of the industry, the clinics only treated a limited number of illnesses such as strep throat, mononucleosis, influenza and sinus, ear and upper respiratory infections. Today, most retail clinics offer basic acute care for minor illness and injuries, wellness and preventive services and some chronic disease care.

The expansion of services offered in the clinics was undertaken to meet the needs and demand of consumers. Many clinics now offer chronic disease care for conditions like diabetes, hypertension, obesity and hyperlipidemia. There is a strong focus on screening and management of chronic conditions, with management being provided in conjunction with a hospital or health system. As the industry began offering screenings and management of chronic conditions, the Healthcare Clinic at Walgreens saw an increase in chronic disease screening and management in 2013, (7) signifying that patients are seeking care for chronic conditions in the retail clinics.

Clinical collaborations, ongoing monitoring, screenings and assessments are completed using evidence-based guidelines and shared information through electronic health records. Embedded within the electronic health records are clinical protocols which both health systems and retail clinic providers follow, permitting patients to have access to the same care plan regardless of whether they are being seen in the traditional hospital or health system setting or the retail clinic setting. Such access should lead to increased treatment adherence and

improved patient outcomes. Many clinics support chronic disease care efforts for those patients with well-managed illnesses, freeing up hospitals and health systems to treat patients with more complex conditions.

One example of a partnership facilitating the expansion of services including chronic disease care is Target Clinics and Kaiser Permanente. The two groups teamed up to provide increased access to a wide array of primary healthcare services, as well as expanded services not typically available in Target Clinics. The services offered in this partnership include traditional retail clinic services in addition to pediatric and adolescent care, well-woman care, family planning, and management of chronic conditions like diabetes and high blood pressure. Through their collaboration, Kaiser Permanente provides licensed nurse practitioners and licensed vocational nurses to staff Target clinics and have physicians available for telemedicine consultations.

### Improved Quality of Care

The retail clinic industry remains committed to providing high-quality healthcare. Studies continue to demonstrate that the quality of care provided in the retail clinics remains high and exceed national standards. (8) Collaborating on clinical guidelines and protocols for new services and for treating and managing chronic conditions is one example demonstrating how partnerships between health systems and retail clinics improve the quality of care provided.

Additionally, the use of the hospital and health systems' primary care providers to act as collaborative physicians provides for provider chart reviews and consultative needs.

Finally, retail clinics, in partnership with hospitals and health systems, have assisted with reducing hospital readmissions by seeing those newly-discharged patients who could not get an appointment with their primary care provider within a 30-day, post-discharge time frame. Studies have shown that patients seen within that 30-day period of time have lower incidences of readmission. (9) With payers moving from volume-based reimbursement to value-based reimbursement, similar programs will prove beneficial for not only the patient but the hospitals and health systems as well. The use of innovative programs in retail clinics, such as predictive analytics, help the clinics predict the decline of health in patients and take proactive measures with their affiliate hospitals and health systems.

### Health System Perspectives

"We're not in competition with The Little Clinic to grab a small piece of the medical pie. We are entered into a partnership because we believe in access to quality care. Health and wellness is really important to everyone. The more access patients have to coordinate primary care, the better we are all."

Brian Bacak, M.D., FAAFP  
Associate Vice Chair for Clinical Affairs & DFM Associate Professor  
Department of Family Medicine, University of Colorado

## Increased Continuity of Care & ACA Compliance

The final key benefit of retail clinic-hospital/health systems partnerships is increased continuity and coordination of care for patients and greater population health.

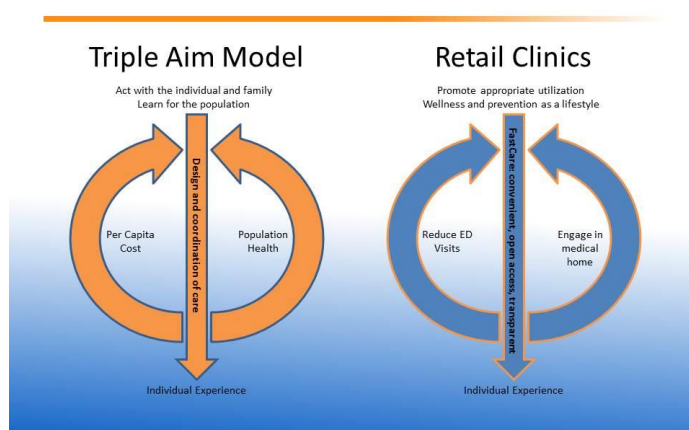
A differentiating characteristic of retail clinics is their continuous and successful efforts to understand the gaps in the healthcare system and the identification of strategies to meet the needs of both consumers and healthcare entities. The clinics were once coined a “disruptive innovation” by Clayton Christensen because of the impact that they have had on thinking about healthcare and healthcare delivery. Retail clinics brought transparency and convenience to an industry that traditionally lacked both. Early opposition to the clinics included the argument that the clinics would disrupt the patient-primary care provider relationship.

With the ACA’s focus on population health and wellness and the expansion of access to high quality, low-cost healthcare – the guiding principles of the retail clinic industry – the clinics help the systems to align with the ACA requirements of accessible, affordable preventive and primary care.

Retail clinics continue to view themselves as a complement to primary care providers. Partnerships with hospitals and health systems allow for data sharing through the integration of electronic health records enabling providers to have access to a patient’s most current medical records and medical history. The integration of retail clinics within health systems also assists with coordination of care and assists in the establishment of medical homes for patients. Moreover, these collaborations help to improve population health through the joint management of acute and chronic diseases and conditions and medication management and adherence, which reduces costly emergency department visits.

Through the efforts of the retail clinics in providing access to immunization programs, preventive and wellness programs and collaborative treatment and management of chronic disease, hospitals and health systems recognize the vital role that the retail clinics play and how retail clinics allow hospitals and health systems to have a larger primary care footprint and deliver care more efficiently.

### *Alignment with Population Health*



## Conclusion

Innovation, technology, access, wellness and preventive programs and collaboration all contribute to the success of a healthy population. As healthcare reimbursement moves from volume-based to value-based with a strong focus on prevention and wellness, retail clinics will continue to be a valuable partner to hospital and health systems. Retail clinics are part of the healthcare ecosystem, not separate from it, and the growing number of partnerships with hospitals and health systems evidences their increasingly important role in the healthcare continuum.

### Advantages of Retail Clinic Affiliations

- Expanded access to lives, as well as the ability to provide convenient access to retail healthcare services.
- Opportunities to leverage retail clinic programs and services.
- Patients will benefit from more convenient access to trusted healthcare providers in the community – offering extended evening and weekend hours.
- Electronic health records and billing systems will help to deliver a seamless patient experience across their respective touch points, ensuring better continuity of patient care.
- Affiliations can further improve care coordination and continuity of patient care and help facilitate the transition of retail healthcare from urgent episodic conditions to chronic care management, while also strengthening the health system partnerships.
- By working together, a more complete continuum of care is created while gaps are addressed.

# Appendix A

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| CCA Clinic Operator                   | Health System Name                              | State |
|---------------------------------------|---|-------|
| CCA Hospital Members                  | Sutter Health                                   | CA    |
| CCA Hospital Members                  | Unity Point Health                              | IA    |
| CCA Hospital Members                  | Beacon Health System                            | IN    |
| CCA Hospital Members                  | Harrison Memorial Hospital                      | KY    |
| CCA Hospital Members                  | Mississippi Baptist                             | MS    |
| CCA Hospital Members                  | Geisinger Health System                         | PA    |
| CCA Hospital Members                  | Memorial Physicians/Yakima Health               | WA    |
| CCA Hospital Members                  | Bellin Health                                   | WI    |
| FastCare                              | St. Francis Hospital and Medical Center         | CT    |
| FastCare                              | Wheaton Franciscan HealthCare-Iowa              | IA    |
| FastCare                              | Riverside Medical Center                        | IL    |
| FastCare                              | Illinois Valley Community Hospital              | IL    |
| FastCare                              | FHN Healthcare                                  | IL    |
| FastCare                              | Blessing Health System                          | IL    |
| FastCare                              | Anne Arundel Medical Center                     | MD    |
| FastCare                              | Bronson Medical Group                           | MI    |
| FastCare                              | Sparrow   | MI    |
| FastCare                              | Beaumont Health                                 | MI    |
| FastCare                              | Olmstead Medical Center                         | MN    |
| FastCare                              | Kennedy Health                                  | NJ    |
| FastCare                              | The Ohio State University Wexner Medical Center | OH    |
| FastCare                              | Pinnacle Health Hospitals                       | PA    |
| FastCare                              | Aria Health                                     | PA    |
| FastCare                              | Summit Health                                   | PA    |
| FastCare                              | Bon Secours Richmond Health System              | VA    |
| FastCare                              | Bon Secours Hampton Roads Health System         | VA    |
| FastCare                              | Aspirus Medford                                 | WI    |
| FastCare                              | Bellin Health NorthReach                        | WI    |
| FastCare                              | ThedaCare                                       | WI    |
| FastCare                              | Monroe Clinic                                   | WI    |
| FastCare                              | Froedtert & The Medical College of Wisconsin    | WI    |
| FastCare                              | Aspirus Wausau                                  | WI    |
| Healthcare Clinic in Select Walgreens | Centura Health                                  | CO    |
| Healthcare Clinic in Select Walgreens | Orlando Health                                  | FL    |
| Healthcare Clinic in Select Walgreens | Sacred Heart                                    | FL    |
| Healthcare Clinic in Select Walgreens | WellStar  | GA    |
| Healthcare Clinic in Select Walgreens | Eastside  | GA    |



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|---------------------------------------|--|----|
| Healthcare Clinic in Select Walgreens | Silver Cross   | IL |
| Healthcare Clinic in Select Walgreens | Community Health Network                             | IN |
| Healthcare Clinic in Select Walgreens | Kentucky One Health                                  | KY |
| Healthcare Clinic in Select Walgreens | Johns Hopkins  | MD |
| Healthcare Clinic in Select Walgreens | SSM Healthcare                                       | MO |
| Healthcare Clinic in Select Walgreens | HCA  | MO |
| Healthcare Clinic in Select Walgreens | Southwest General                                    | OH |
| Healthcare Clinic in Select Walgreens | Mercy Health   | OH |
| Healthcare Clinic in Select Walgreens | Summa Health   | OH |
| Healthcare Clinic in Select Walgreens | Providence Health & Services                         | OR |
| Healthcare Clinic in Select Walgreens | Baptist Memorial                                     | TN |
| Healthcare Clinic in Select Walgreens | Baylor Health System                                 | TX |
| Healthcare Clinic in Select Walgreens | Providence Health & Services                         | WA |
| MinuteClinic                          | Baptist Health                                       | AL |
| MinuteClinic                          | University of Alabama at Birmingham Health System    | AL |
| MinuteClinic                          | Dignity Health                                       | AZ |
| MinuteClinic                          | Northwest Medical Center                             | AZ |
| MinuteClinic                          | Tucson Medical Center and Arizona Connected Care LLC | AZ |
| MinuteClinic                          | Sharp HealthCare                                     | CA |
| MinuteClinic                          | St. Joseph Health                                    | CA |
| MinuteClinic                          | Sutter Health  | CA |
| MinuteClinic                          | UCLA Health  | CA |
| MinuteClinic                          | Hartford HealthCare                                  | CT |
| MinuteClinic                          | ProHealth Physicians                                 | CT |
| MinuteClinic                          | Baptist Health Care                                  | FL |
| MinuteClinic                          | Cleveland Clinic Florida                             | FL |
| MinuteClinic                          | Florida Hospital Medical Group                       | FL |
| MinuteClinic                          | Millennium Physician Group                           | FL |
| MinuteClinic                          | St. Vincent's HealthCare                             | FL |
| MinuteClinic                          | Emory Healthcare                                     | GA |
| MinuteClinic                          | Memorial Health                                      | GA |
| MinuteClinic                          | Rush University Medical Center                       | IL |
| MinuteClinic                          | Indiana University Health                            | IN |
| MinuteClinic                          | Lawrence Memorial Hospital                           | KS |
| MinuteClinic                          | Shawnee Mission Health                               | KS |
| MinuteClinic                          | LSU Healthcare Network                               | LA |
| MinuteClinic                          | Ochsner Health System                                | LA |
| MinuteClinic                          | The Baton Rouge Clinic                               | LA |
| MinuteClinic                          | Baystate Health                                      | MA |
| MinuteClinic                          | Lahey Health   | MA |
| MinuteClinic                          | UMass Memorial Health Care                           | MA |
| MinuteClinic                          | University of Maryland Medical System                | MD |



|                       |  |         |
|-----------------------|--|---------|
| MinuteClinic          | MedStar Health                                       | MD & DC |
| MinuteClinic          | Henry Ford Health System                             | MI      |
| MinuteClinic          | Allina Health  | MN      |
| MinuteClinic          | University of Mississippi Medical Center             | MS      |
| MinuteClinic          | Carolinas HealthCare System                          | NC      |
| MinuteClinic          | Bryan Health Connect                                 | NE      |
| MinuteClinic          | Dartmouth-Hitchcock                                  | NH      |
| MinuteClinic          | Atlantic Health System                               | NJ      |
| MinuteClinic          | Barnabas Health                                      | NJ      |
| MinuteClinic          | Hackensack University Health Network                 | NJ      |
| MinuteClinic          | Robert Wood Johnson                                  | NJ      |
| MinuteClinic          | Virtua   | NJ      |
| MinuteClinic          | St. Rose Dominican Hospitals                         | NV      |
| MinuteClinic          | Mt. Kisco Medical Group                              | NY      |
| MinuteClinic          | North Shore-LIJ Health System                        | NY      |
| MinuteClinic          | Cleveland Clinic                                     | OH      |
| MinuteClinic          | OhioHealth   | OH      |
| MinuteClinic          | Premier Health                                       | OH      |
| MinuteClinic          | TriHealth  | OH      |
| MinuteClinic          | OU Physicians  | OK      |
| MinuteClinic          | Commonwealth Health (CHS)                            | PA      |
| MinuteClinic          | Lehigh Valley Health Network                         | PA      |
| MinuteClinic          | Main Line Health                                     | PA      |
| MinuteClinic          | St. Luke's University Health Network                 | PA      |
| MinuteClinic          | Lifespan   | RI      |
| MinuteClinic          | Greenville Health System                             | SC      |
| MinuteClinic          | Palmetto Health                                      | SC      |
| MinuteClinic          | Parkridge Health System                              | TN      |
| MinuteClinic          | Tennova Healthcare                                   | TN      |
| MinuteClinic          | TriStar Health                                       | TN      |
| MinuteClinic          | Texas Health Resources                               | TX      |
| MinuteClinic          | University of Texas Medical Branch at Galveston      | TX      |
| MinuteClinic          | UT Medicine  | TX      |
| MinuteClinic          | INOVA  | VA      |
| RediClinic            | Memorial Hermann Health System                       | TX      |
| RediClinic            | Seton Healthcare Family                              | TX      |
| RediClinic            | Methodist Health Care System                         | TX      |
| Target Clinics        | Kaiser Permanente                                    | CA      |
| Target Clinics        | Duke Medicine  | NC      |
| Target Clinics        | Texas Health Physicians Group/Texas Health Resources | TX      |
| The Clinic at Walmart | St. Vincent Health System                            | AR      |
| The Clinic at Walmart | Baxter Regional Medical Center                       | AR      |

|                       |  |    |
|-----------------------|--|----|
| The Clinic at Walmart | SJ Medical/Dr Koka                     | CA |
| The Clinic at Walmart | Union General Hospital                 | GA |
| The Clinic at Walmart | InMed Clinical Services                | GA |
| The Clinic at Walmart | Central DuPage Hospital                | IL |
| The Clinic at Walmart | Riverside Medical Center Fast Care     | IL |
| The Clinic at Walmart | Family Medicine Specialists            | IL |
| The Clinic at Walmart | Illinois Valley Community Hospital     | IL |
| The Clinic at Walmart | St. Bernard Hospital & Health Care Ctr | IL |
| The Clinic at Walmart | Owensboro Medical Health System        | IN |
| The Clinic at Walmart | Hardin Memorial Hospital               | KY |
| The Clinic at Walmart | Baptist Healthcare System              | KY |
| The Clinic at Walmart | Harrison Memorial Hospital             | KY |
| The Clinic at Walmart | T.J. Samson Community Hospital         | KY |
| The Clinic at Walmart | The Trover Clinic Foundation           | KY |
| The Clinic at Walmart | St Mary's Regional Medical Center      | ME |
| The Clinic at Walmart | North Mississippi Health System        | MI |
| The Clinic at Walmart | Baptist Health Systems                 | MI |
| The Clinic at Walmart | Memorial Hospital at Gulfport          | MI |
| The Clinic at Walmart | North Mississippi Health System Tupelo | MI |
| The Clinic at Walmart | Singing River Health System            | MI |
| The Clinic at Walmart | Hennepin County Medical Center         | MN |
| The Clinic at Walmart | Fairmont Medical Center                | MN |
| The Clinic at Walmart | Stillwater Medical Group               | MN |
| The Clinic at Walmart | Missouri Southern Healthcare           | MO |
| The Clinic at Walmart | Hannibal Regional Medical Group        | MO |
| The Clinic at Walmart | Cox Health                             | MO |
| The Clinic at Walmart | Heartland Clinic                       | MO |
| The Clinic at Walmart | Rutherford Regional Medical Center     | NC |
| The Clinic at Walmart | Southeastern Regional Medical Center   | NC |
| The Clinic at Walmart | Carson-Tahoe Hospital                  | NV |
| The Clinic at Walmart | Saint Mary's - A Member of CHW         | NV |
| The Clinic at Walmart | Adena Health System                    | OH |
| The Clinic at Walmart | Heritage Valley Health System          | OH |
| The Clinic at Walmart | DuBois Regional Medical Center         | PA |
| The Clinic at Walmart | Heritage Valley Health System          | PA |
| The Clinic at Walmart | MCH ProCare                            | TX |
| The Clinic at Walmart | Humana                                 | TX |
| The Clinic at Walmart | Augusta Health                         | VA |
| The Clinic at Walmart | Aurora Quick Care                      | WI |
| The Clinic at Walmart | Stillwater Medical Group               | WI |
| The Clinic at Walmart | Jackson General Hospital               | WV |
| The Clinic at Walmart | Mid-Ohio Valley Medical Group          | WV |

|                   |   |    |
|-------------------|---|----|
| The Little Clinic | University of Colorado Health Partners          | CO |
| The Little Clinic | Via Christi Health                              | KS |
| The Little Clinic | University of Louisville Physicians             | KY |
| The Little Clinic | The Ohio State University Wexner Medical Center | OH |
| The Little Clinic | UC Health                                       | OH |
| The Little Clinic | Vanderbilt Health Affiliated Network            | TN |
| The Little Clinic | Covenant Medical Group                          | TN |
| The Little Clinic | Virginia Commonwealth University Health System  | VA |

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