

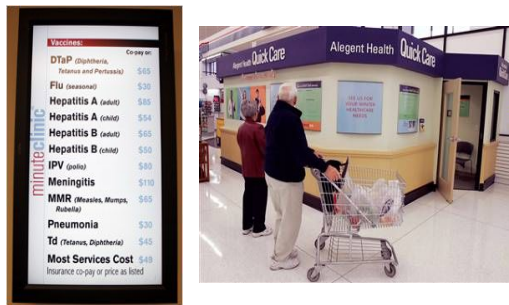
Stages in the Rise and Fall of Organizational Innovations: A Case Study of Retail Clinics

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Purpose

To trace stages in the emergence of Retail Clinics from a college industry to a dominant mode of primary care.

What is a Retail Clinic?



Distinguishing features of Retail Clinics

Open 7 days - 12 hours during week - 8 hours on weekend days - No appointments necessary
Treats limited list of conditions, provides vaccinations, conducts physical exams Does not cover lab tests, EKG, treat chronic disease or diagnosis serious medical conditions
Routine visit lasts 15 minutes
Costs 30-80% less than other health care (ER, urgent care, community clinics)
Accepts most major health insurance plans
Nurse practitioners have Master's degrees
Have local referral network of health care providers if diagnosis is made requiring physician care
Clinical staff collaborate with local medical directors (phone or pager) for feedback about treatment and prescriptions
Utilize Electronic Medical Records to improve long term quality of care
Pricing is prominently displayed

How do they differ from traditional primary care?

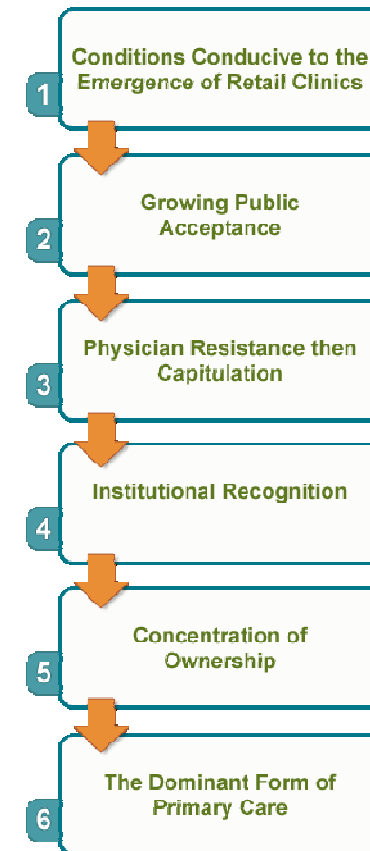
Characteristics	Retail Clinics	Primary Care Physicians
Site	Retail outlets (e.g., pharmacies, big-box discount stores and grocery stores)	Physician offices and hospital emergency departments
Current focus of care	Acute, non-serious conditions and some prevention	Chronic, acute and preventive
Appointments and scheduling	Walk-in	Depends on physician availability
Diagnosis or treatment pathway	Immediate, less than 15 minutes	Defined by physician or health professional availability
Labor input	Nurse practitioner or physician assistant	Physicians
Cost per encounter	\$50-\$75 with the majority of services priced at \$59	\$55-\$250
Technology input	Portable diagnostic equipment and electronic medical records	Fragmented, minimal electronic medical record adoption in physician practices

Source: Adapted from Retail Healthcare News, January 22, 2009

Conclusions

- Retail Clinics are a “disruptive technology”.
- There is an urgent need for rigorous evaluation of quality of retail clinic care.
- Retail Clinics may help ameliorate PHC crisis in the US.
- Possible unanticipated consequence is:
a two tier health care system.

Stages in the emergence of Retail Clinics



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