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Part of OCHIN

Enabling the delivery of extraordinary care.

The Future is Virtual Care —
But how do we get there sustainably?

August 15, 2023

Christian Milaster, MS
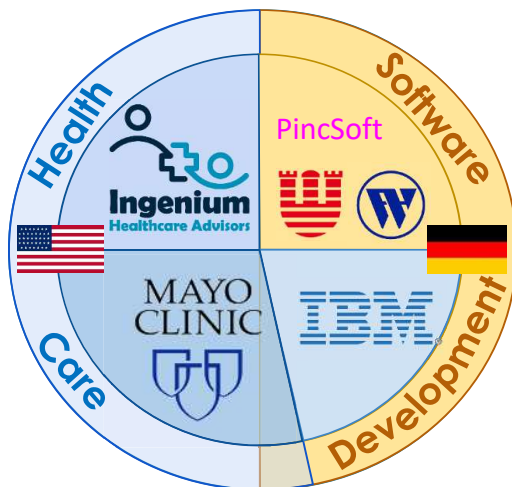**Founder & CEO**

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Agenda

- 3x3 Telehealth Sustainability Recipe
- Telehealth, Defined
- Financial Sustainability
- Clinical Sustainability
- Strategic Sustainability
- Q&A
- Making Telehealth Sustainable

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About You
Who do you represent today?

1. Academic Medical Center / Health System / Hospital
2. FQHC, RHC or CAH
3. Behavioral Health Provider
4. Medical Care Clinic
5. Consultant
6. Solution or Services Vendor
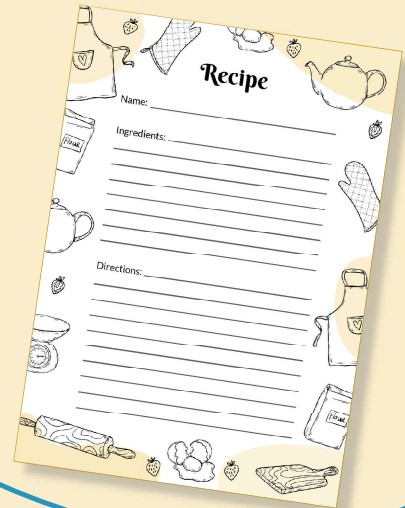7. Other *[please indicate in chat]*

About Christian

35 years

A Recipe for
Telehealth Sustainability

The 3 Dimensions of Sustainability

Clinical Sustainability

Strategic Sustainability

Financial Sustainability

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A 3 x 3 Recipe for Telehealth Sustainability

Executive & Clinical Leadership Engagement

- Strategy
- Governance
- Performance Optimization

Clinician Engagement

- Optimized Workflows
- Training
- Support

100% Telehealth Mindset

- Clinically Appropriate
- Patient Desired
- Technically Feasible

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Telehealth, Defined

Definitions
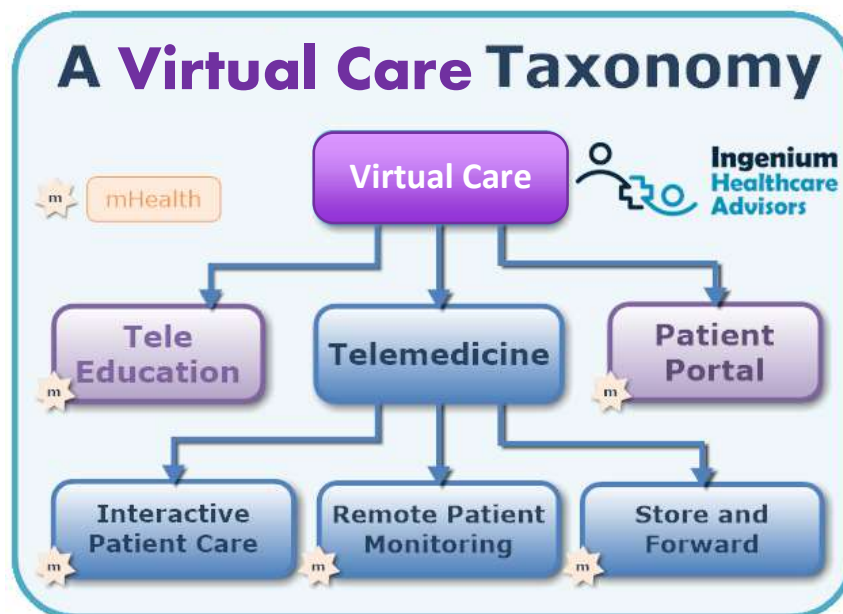*"Everybody agreed, until somebody defined it."*
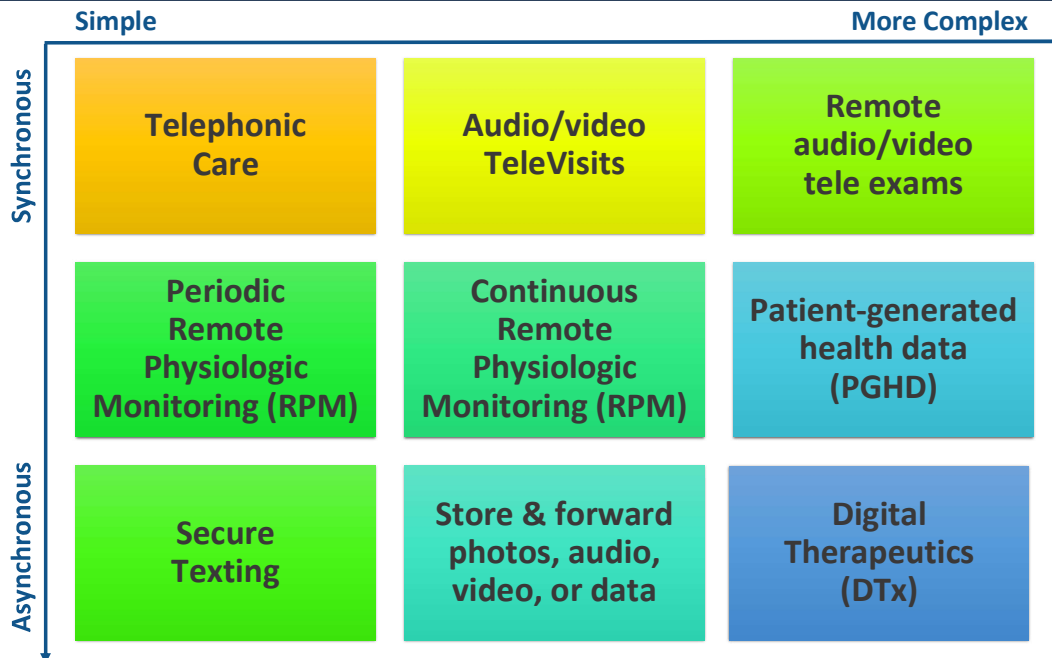
VIRTUAL CARE
Delivering Care at a Distance

Telemedicine
Practicing Medicine at a Distance

A Telehealth/Virtual Care Taxonomy

9 Common Virtual Care Modalities

	Simple → More Complex		
Synchronous	Telephonic Care	Audio/video TeleVisits	Remote audio/video tele exams
	Periodic Remote Physiologic Monitoring (RPM)	Continuous Remote Physiologic Monitoring (RPM)	Patient-generated health data (PGHD)
Asynchronous	Secure Texting	Store & forward photos, audio, video, or data	Digital Therapeutics (DTx)

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96 Video Telemedicine Scenarios

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$5 \times 4 + 3 \times 4 = 32 \times 3 = 96$

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Financial Sustainability

Fee For Service Reimbursement
All is well…but it could be better

Commercial Insurance

- Parity in 43 States!
- Payment Parity in 26
- Service Parity in 17

Many Covid exemptions set to expire in Dec 2024

State Medicaid Programs

- Most States reimburse for video visits, RPM

The Forgotten

- FQHCs & RHCs – No payment parity

Medicare

- A lot of reimbursement prior to Covid already
- Covid removed patient location restrictions
- Continued addition of reimbursement

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Use Telehealth to Improve the Bottom Line
A Plethora of Revenue Generation / Cost Saving Tactics

1. Fill provider schedule slots w/ virtual visits
2. Convert no-shows and cancellations into video visits
3. Expand into new geographic areas
4. Offer access to new specialties
5. Compete against the "convenience" competition
6. Improve retention by offering telehealth options
7. Accelerate recruitment through virtual only providers
8. Hospitals: reduce readmissions
9. Value-based: improve health outcomes

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The Evolution Of Patient Care Participation

Compliance
↓
Adherence
↓
Engagement
↓
Activation
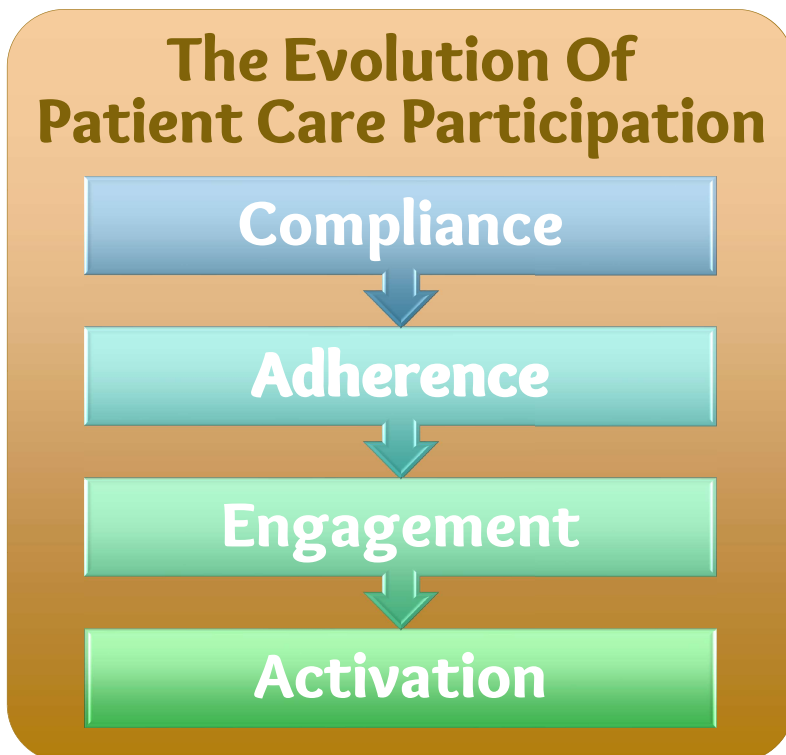
COMPLIANCE:
Submitting to a
Wish, Request, or Demand

ADHERENCE:
Sticking to a Plan
or Regimen

ENGAGEMENT:
Participation and contribution
to achieve agreed-on objectives

ACTIVATION:
Self-motivated, proactive
actions to achieve personal goals

Common Virtual Care Modalities
Applied to Value-Based Care to Create Activation

Secure Messages	Phone Calls	Video Visits
Remote Physiologic Monitoring (RPM)	Patient-generated health data (PGHD)	Store & forward photos, audio, video, or data
	Digital Therapeutics (DTx)	

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Clinical Sustainability

Clinical Sustainability

Creating Clinical Sustainability

Creating Clinician Buy-In
Overcoming Clinician Resistance

► Mindset: Telehealth is a Clinical Tool, a care-delivery modality wielded by informed clinicians to provide the best access to care

► Most clinicians
  ○ have never been formally trained in creating a great virtual presence or conducting virtual physical exams
  ○ are concerned they'll look stupid if something were not to work
  ○ have had bad experiences with video visits during Covid, leading to phone visits
  ○ have not developed clinical guidelines for appropriate telehealth

⇒ Increasing **telehealth adoption** requires **change management**

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ADKAR Model for
Successful, Sustainable Change

Awareness	Desire	Knowledge	Ability	Reinforcement	→	CHANGE!
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Confusion
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Resistance
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Reluctance
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Frustration
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Backsliding

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Optimizing Virtual Visits
A Change-Driven Approach to Optimization.

► **Raise Awareness, Create Desire**
  ○ Engage Clinical and Executive Leadership
  ○ Create a Virtual Care Strategy

► **Provide Knowledge, Create Ability**
  ○ Define and train on all workflows
  ○ Provide engaging training
  ○ Establish responsive support

► **Provide Reinforcement**
  ○ Establish Telehealth Performance Management System

Telehealth Workflows (The 7 Thworfs)

Telehealth Scheduling	Telehealth Onboarding	Telehealth Rooming

Telehealth Visit

Telehealth Post Visit	Telehealth Follow Up	Telehealth Billing

Telehealth Training for Clinicians

"I'm always ready to learn, although I do not always like being taught." — WC

▶ **Telehealth Awareness Training**	10 min
▶ **Telehealth Workflow Training**	10 min
▶ **Telehealth Technology Training**	10 min
▶ **Webside Manners Training**	20 min
▶ **Virtual Exam Training**	30 min

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Webside Manners
From the Bedside to the Webside

Eye Contact for 30 seconds

ACKNOWLEDGE
- Background
- Noises
- Newness
- Benefits

ENSURE PATIENT
- Comfort
- Privacy

CLINICIAN SETUP
- Background
- Camera Position
- Looking Elsewhere

Body Language: Leaning Back & Leaning In

Periodic Eye Contact

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A 100% Telehealth Mindset

1: Inappropriate Care

2: Customer Disservice

3: Frustrating Experience

Patient wants it

3

1

Clinically appropriate

2

Patient has technical capability

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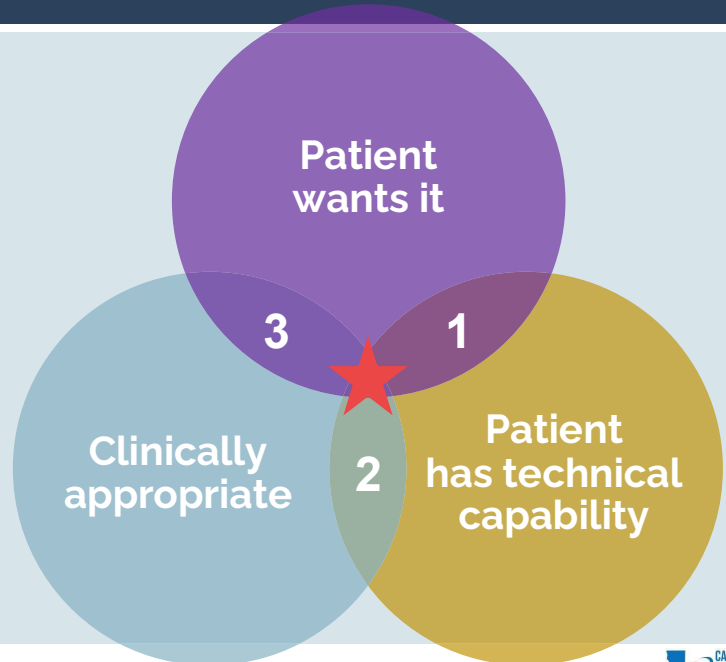
Telehealth TechCheck^{SM} Checklist
Empowering Patients to Participate Powerfully

Location

Lighting

Technology

Background

Privacy

Connectivity

Camera Angle

Audio/Video

Joining

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Strategic Sustainability

Executive & Clinical Leadership
The Key to Telehealth Success

Create a Multi-Disciplinary Governance Team

Create a Telehealth Vision, Mission & Objectives to raise Awareness and create Desire

**Set Priorities,
Supply Resources,
Provide Accountability**

Allocate Resources to Provide Telehealth Support

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Why Use a Virtual Care Strategy?

Raise Awareness

Provide Clarity

Allocate Resources

Use a Virtual Care Strategy *to*

Create Desire

Prioritize Projects

Establish Focus

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Anatomy of a Telehealth Strategy

Telehealth Vision & Mission

Strategic Objectives

Strategic Goals / Projects

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Anatomy of a Telehealth Strategy
Sample Mission & Vision

Mission

Leverage Digital Health
to enhance CCN's responsive, innovative,
and collaborative services.

Vision

CCN is recognized as an innovator
in the delivery of behavioral health care,
transforming the care experience
through digital health solutions.

Digital Health Definition

Digital Health transforms the delivery of care
by connecting and empowering people
to manage health and wellness
through innovation and technology.

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Anatomy of a Telehealth Strategy

Telehealth Vision & Mission

Strategic Objectives

Strategic Goals / Projects
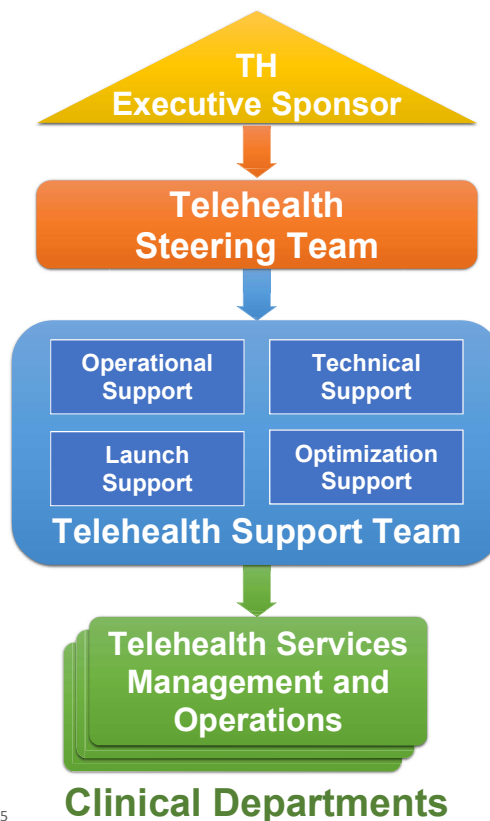
Alignment with Organizational Strategy

HEALTHCARE STRATEGY FRAMEWORK

Service	Quality
People	Finance
Growth	Community

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Telehealth Creates Strategic Success

| Service	Quality	People
Improved Convenience "One-stop shopping" Additional Service Lines	Timelier Access Improved Care Transitions Improved Continuity of Care	Attract & Retain Talent Practice on Top of License Work Schedule Flexibility
Finance	**Growth**	**Community**
Increased Revenue Reduced Cost (e.g., ReAdx) Reduced Penalties	Expanded Geographic Reach Competitive Advantage Increased Pt. Retention	Reduced Travel Chronic Dx Management Health Education

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Telehealth Governance and Support Structure

TH Executive Sponsor

Telehealth Steering Team

Operational Support | Technical Support

Launch Support | Optimization Support

Telehealth Support Team

Telehealth Services Management and Operations

Clinical Departments

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Continued Performance Optimization

1. **Select Key Success Metrics**
2. **Set Performance Goals**
3. **Measure Current Performance**
4. **Apply Corrective Actions**
   to align current performance with established goals

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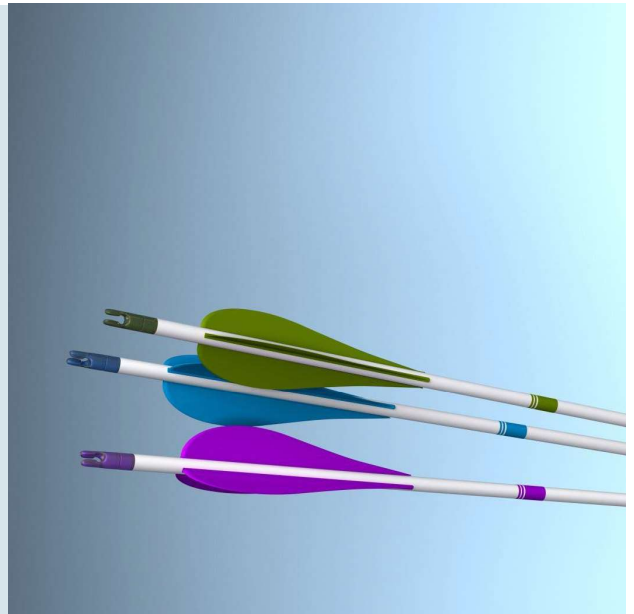
Critical Telehealth Success Metrics

The Pulse:

Satisfaction, Satisfaction, Satisfaction.

Performance of Technology

Reimbursement

Volume, modalities, etc.

Clinician Satisfaction

Patient Satisfaction

Technology Performance

Visit Volume

Reimbursement

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After the Q&A:

**Creating Sustainability:
A Telehealth Optimization
Framework**

Subscribe to Telehealth Tuesday
(a weekly column)

A 3 x 3 Recipe for Telehealth Sustainability

Executive & Clinical Leadership Engagement	**Clinician Engagement**	**100% Telehealth Mindset**
• **Strategy** • **Governance** • **Performance Optimization**	• **Optimized Workflows** • **Training** • **Support**	• **Clinically Appropriate** • **Patient Desired** • **Technically Feasible**

Telehealth Optimization Framework
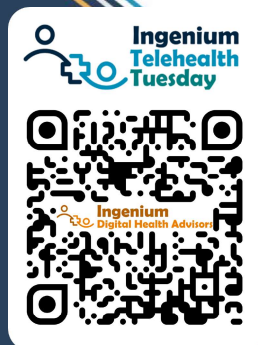## Creating Telehealth Sustainability

Let's Stay in Touch

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Thank you!