

Ready, Set, Go: Virtual Care Service Design for Today, Tomorrow, and Beyond

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Disclosures:

I have no relevant relationships with ineligible companies to disclose within the past 24 months.

Why are we here today? (Objectives)

At the conclusion of this session, participants should be able to:

1. Identify key endpoints for implementing telehealth in their practice setting
2. Develop a roadmap for scalable telehealth service delivery
3. Recognize important barriers and opportunities in their telehealth service design and implementation



ELC November 2019:

Virtual Care Now!

Design Thinking for Transformative Care

Barriers

System

1. Driving Patient Utilization
2. Gaining Provider Acceptance
3. Managing Claims/Reimbursement
4. Measuring ROI
5. Integrating with Existing Technology Solutions
6. Fitting Virtual Care into Patient/Provider Workflows

Patient

1. Lack of awareness
2. Lack of access
3. Rural and urban/suburban disparity
4. Care quality concerns
5. Impersonal

0.14%



Telehealth percentage of total claim lines nationally, 2018

11%



US consumer use of telehealth, 2019

\$3 billion



Estimated telehealth annual revenues, 2019

Perceptions (2018)

— — —

“**Evidence is mixed about the efficacy of telehealth services**”. Expanding telehealth could “drive increases in healthcare spending by increasing utilization or **promoting unnecessary use.**”

[MedPAC] questions the viability of telehealth within the conventional fee-for-service structure.

“Some believe that telehealth is **better suited for capitated or bundled payment settings where financial risk is shared** by providers or payers,” the commission states.

Opportunities

53%



Total telehealth growth 2016-2017 (by claim lines)

1393%



2014 to 2018, use of non-hospital-based provider-to-patient telehealth

Congress Takes Aim at Opioid Crisis With Telehealth Expansion

The massive opioid crisis response legislation now headed to President Trump's desk includes several provisions to expand telehealth and telemedicine services to treat substance abuse and mental health issues.

October 4, 2018:

<https://mhealthintelligence.com/news/congress-takes-aim-at-opioid-crisis-with-telehealth-expansion>

Walmart 

amazon 



GoodRx

Design Thinking:

A Human-Centered Approach

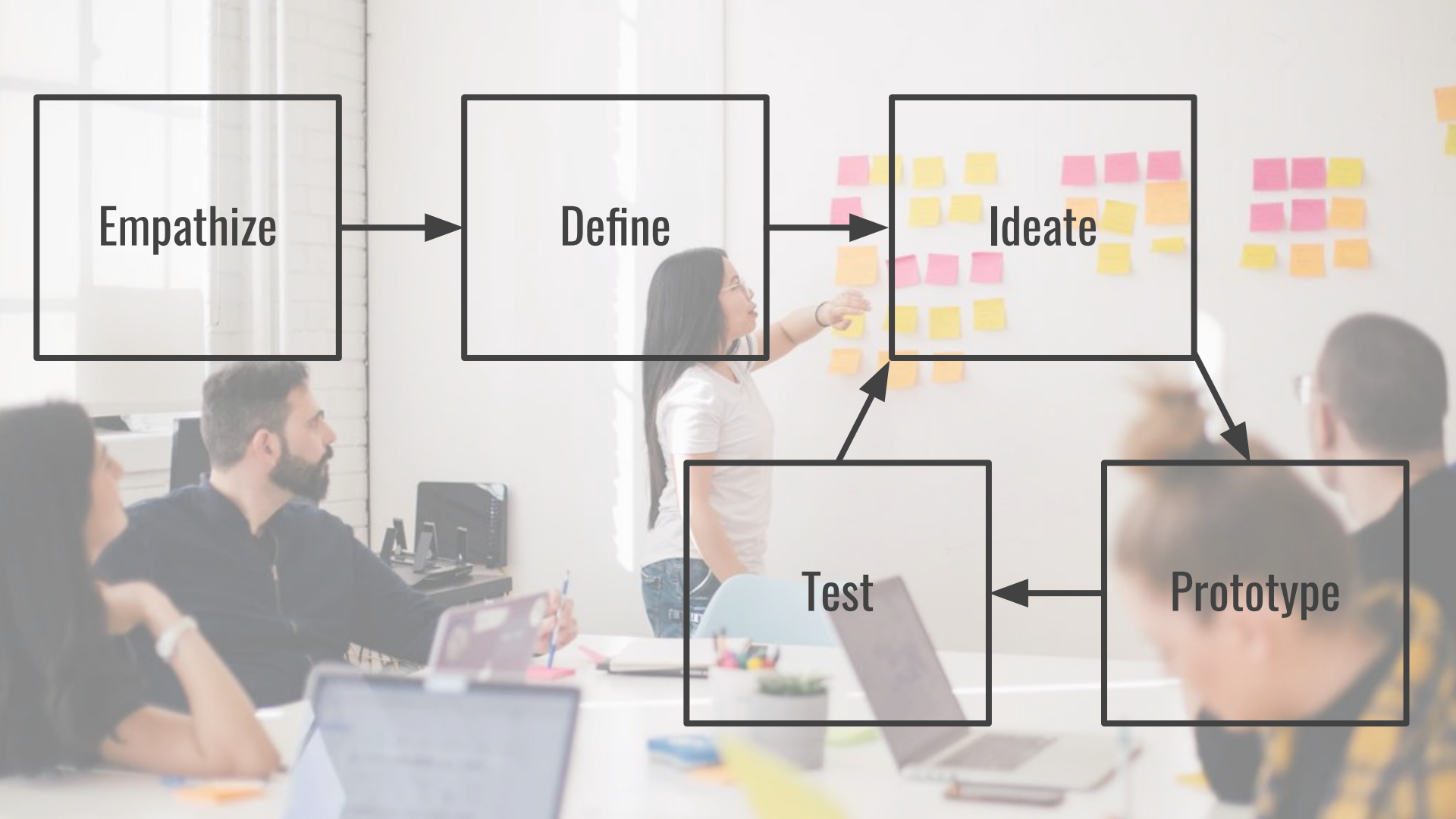
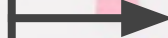
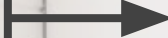
Empathize

Define

Ideate

Test

Prototype



Virtual Care Design: Requirements

— — —

- 1. There cannot be friction for the user.**
2. Team-based care must include smart triggers.
3. Real world and online world must converge.
4. We must be sensitive to data overload.
5. Consumers are the hubs of their own healthcare data.
6. Converge data for interactions to be safe and meaningful.
7. Expand role for care team based on new data triggers.
8. Integrate technology and human interaction in the physical world.
9. Increase focus on patient data security.





Take Home: Virtual Care Maxims

1. Virtual medicine is medicine
2. Virtual medicine is for all providers
3. Virtual medicine is for all patients
4. Value not volume
5. Virtual care solves problems
6. Design for use - eliminate user friction
7. Virtual first when appropriate
8. There is *always* a use case

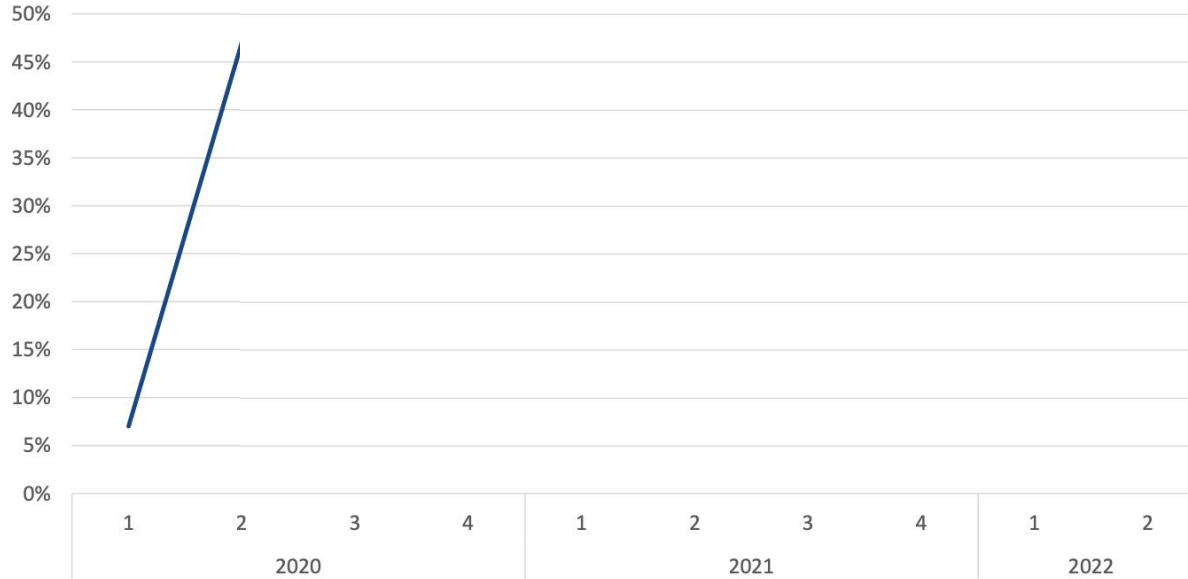




Medicare Telehealth Trends Report

Medicare FFS Part B Claims Data: January 1, 2020 to June 30, 2022, Received by November 11, 2022

Percentage of Medicare Users with a Telehealth Service by Quarter: Overall



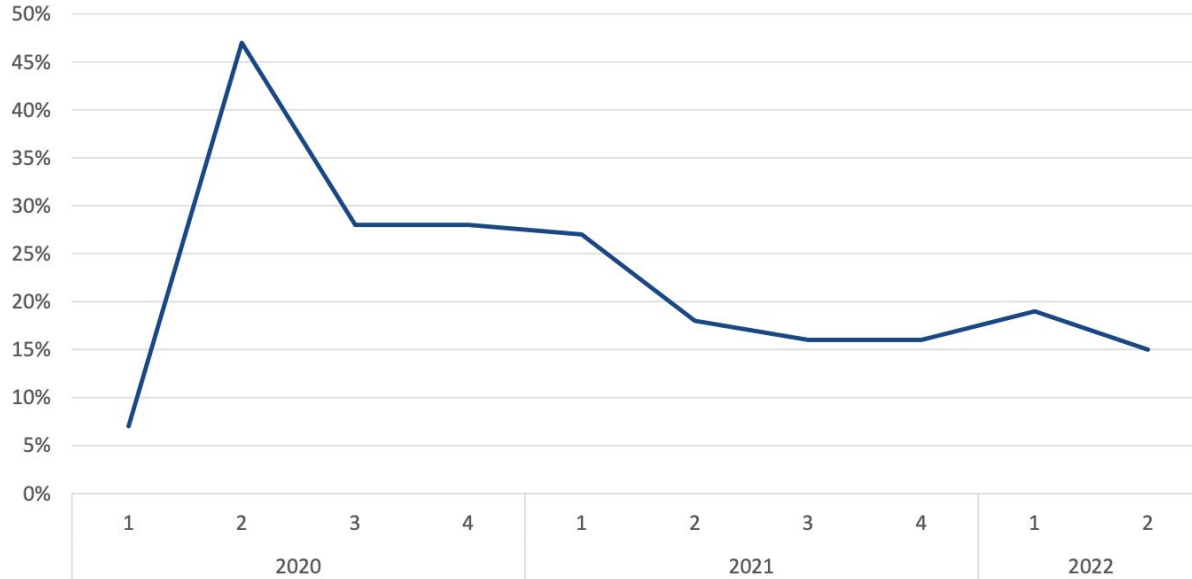
Disclaimer: All data presented in this report are preliminary and will continue to change as CMS processes additional claims for the reporting period.

Since then...

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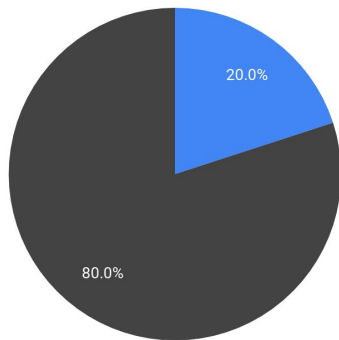
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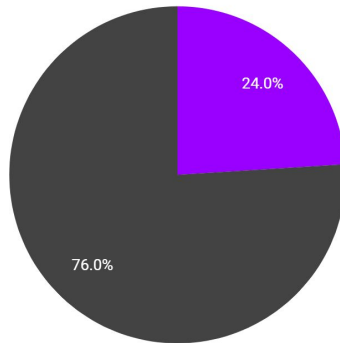
\$250 billion



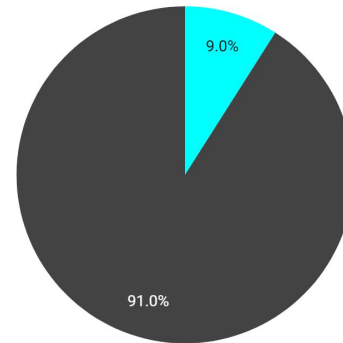
20% of total outpatient/office healthcare spend



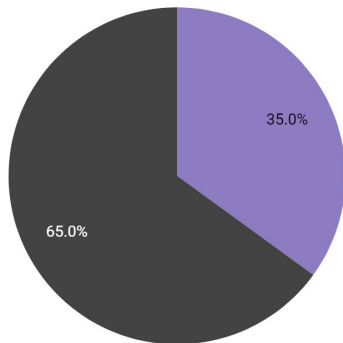
ED Visits → Virtual Urgent Care
\$35B



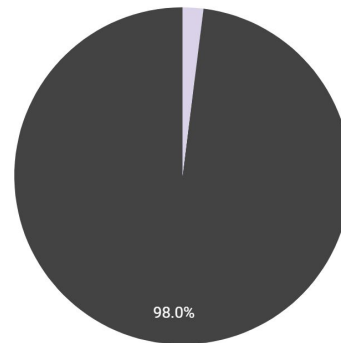
Office/OP Encounters → Virtual Visits
\$126B



Office/OP Encounters → Near Virtual
\$39B



Home Health → Virtual Home Health
\$35B



Office → Tech Enabled Home Rx Administration
\$12B

Enabling The Matrix

Beyond COVID











Traditional Healthcare Barriers

1. Decision to access/receive care
2. Complexity of care access
3. Timeliness of care
4. Available provider
5. Available visits
6. Geographic proximity
7. Cost of care/reimbursement



24 days
2 hours
20 mins

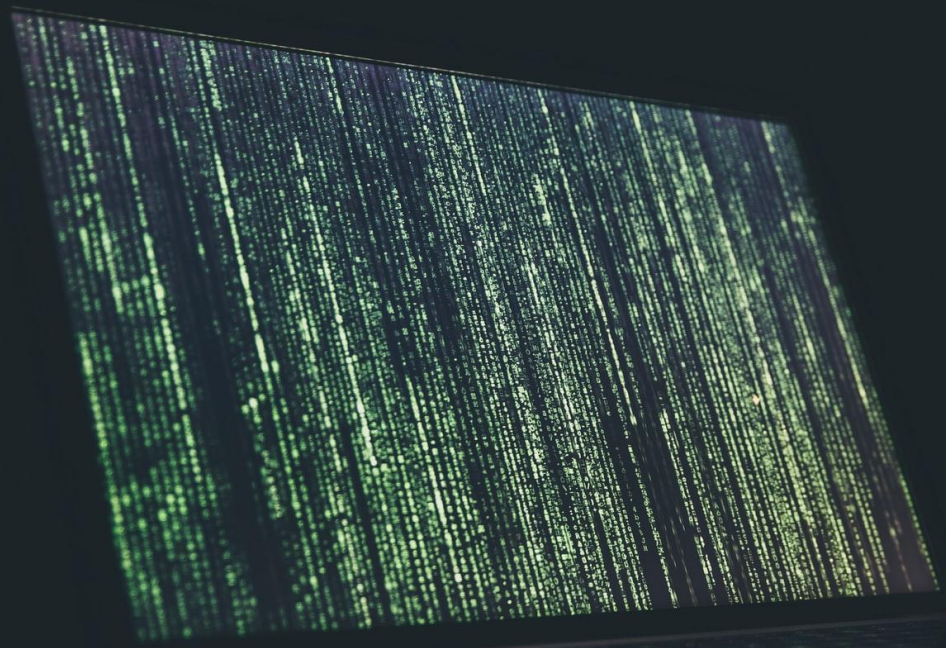
>40%



#1:  

#11: 

\$500B





ma·trix

/ˈmātriks/

noun

noun: **matrix**; plural noun: **matrices**; plural noun: **matrixes**

1. an environment or material in which something develops; a surrounding medium or structure.

ma·trix

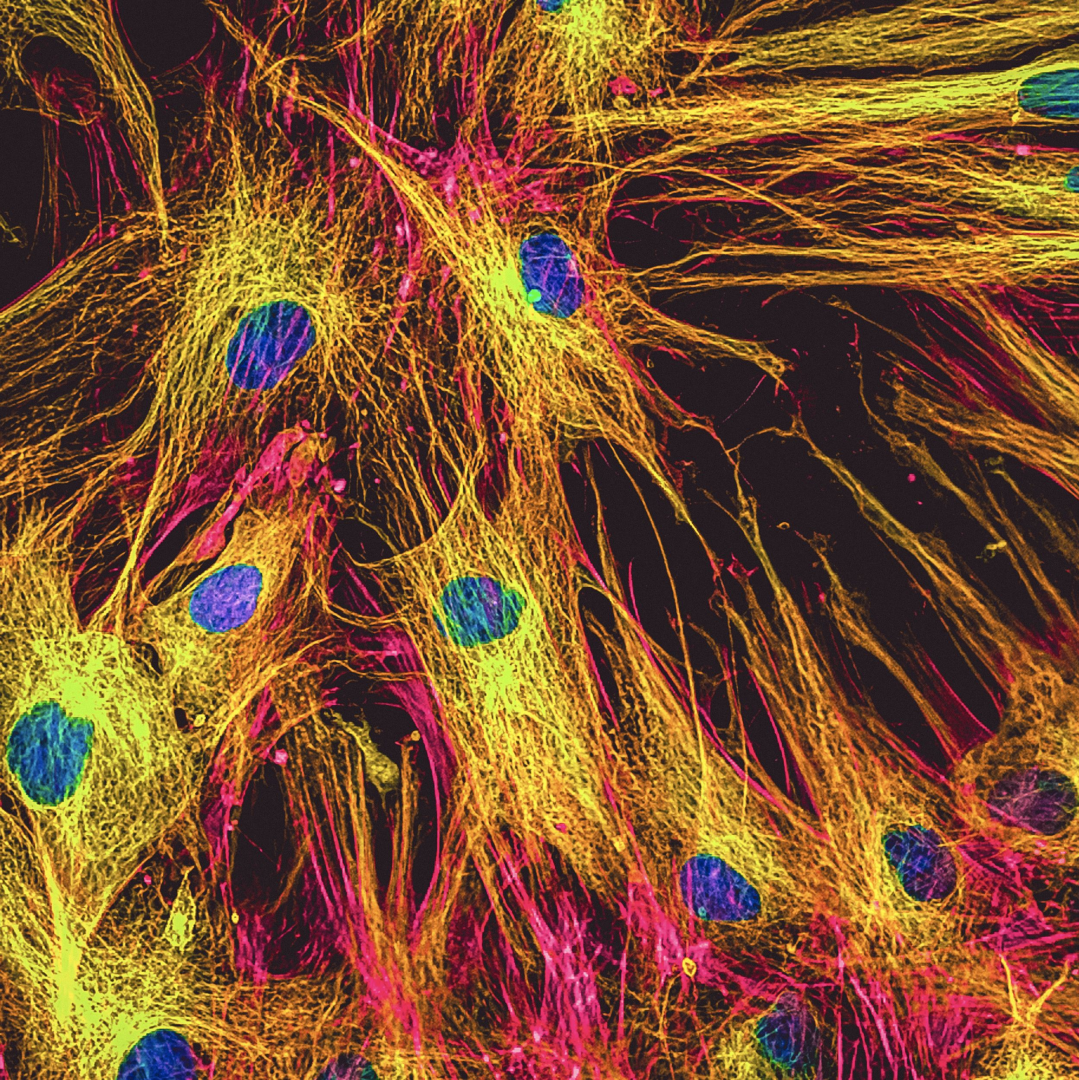
/ˈmātriks/

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- **BIOLOGY**

the substance between cells or in which structures are embedded.

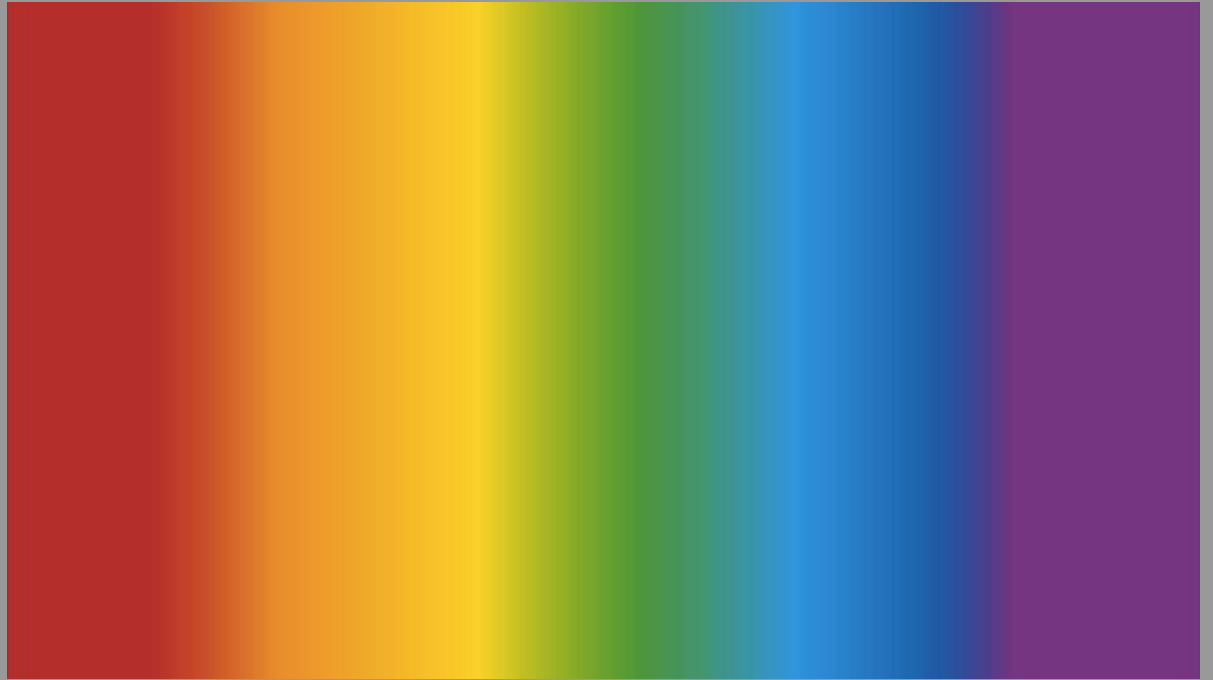


Connectivity

Communication

Support

Patient
Place
Provider
Time

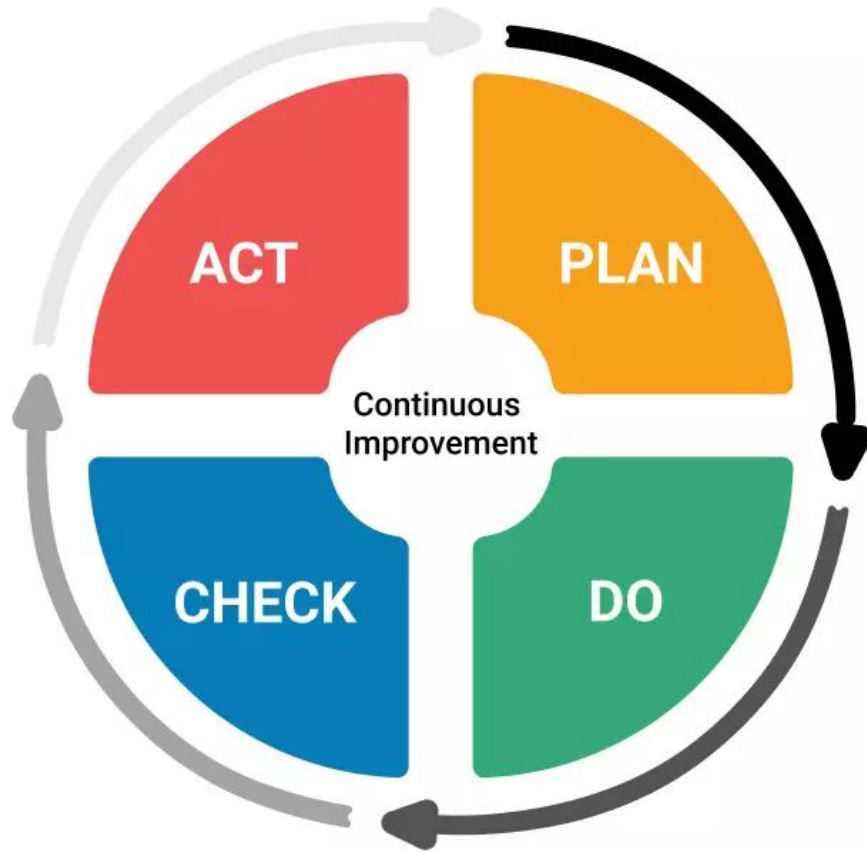


Virtual care solves problems.

Telehealth Implementation: Building the Matrix

A Story in Gifs

Adapted from: Digital Health Implementation Playbook Series, AMA



Plan



Identify a Need

Form the Team

Define Success

Evaluate Vendors

Make Your Case

Contracting



Identifying a Need: Define the Problem

- Feedback
- Surveys/areas of opportunity
 - Pain points
 - System/workflow gaps
 - Quality, experience challenges
- Strategic goals
- System readiness
 - Is leadership engaged?



Forming the Team

- Identify key members: core, advisory, leadership
 - Who needs to be at the table?
 - Ensure leadership buy in and engagement
 - Small vs. large practice considerations
- Clarify roles, responsibilities and timelines
 - RACI charts and project planning tools
- Regular stakeholder meetings and comms

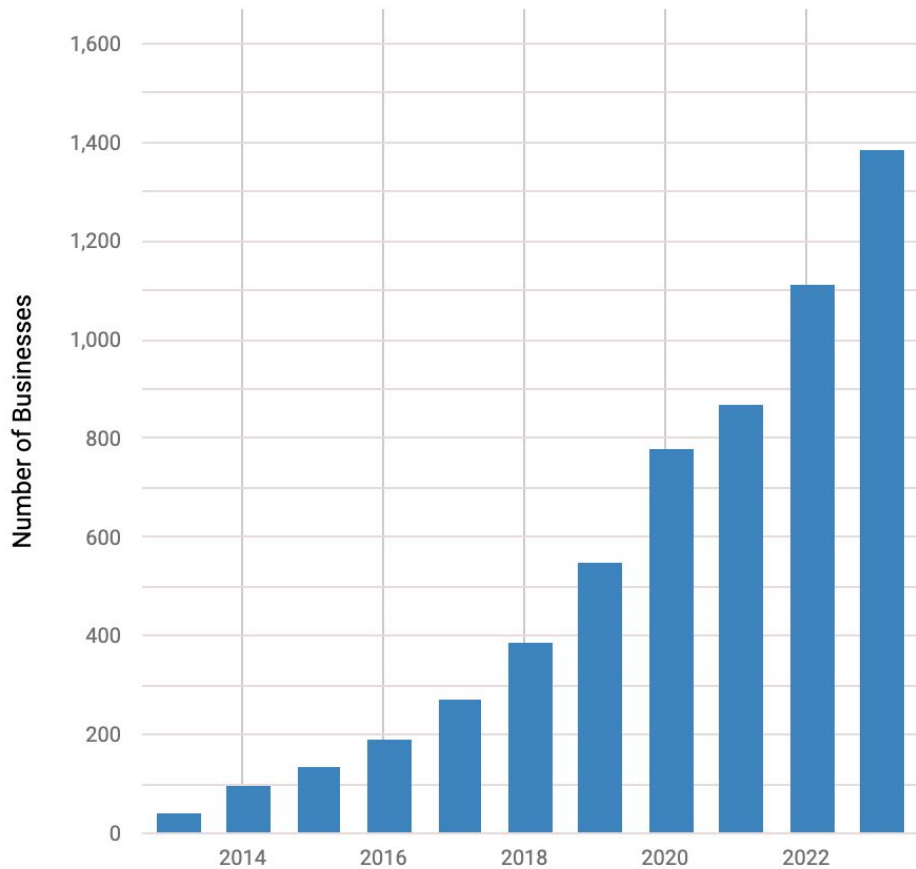
ROLE	Executive Sponsor				Project Manager				Project Team Member				Consultant					
	Executive Sponsor	Project Sponsor	Steering Committee	Advisory Committee	Project Manager	Tech Lead	Functional Lead	SME	Project Team Member	Developer	Administrative Support	Business Analyst	Role #4	Role #5	Consultant	PMO	Role #3	Role #4
Project Deliverable (or Activity)	Project Leadership				Project Team Members				Project Sub-Teams				External Resources					
Initiate Phase Activities																		
Request Review by PMO	A/C	R/A			R/A	A/C		C										
Submit Project Request					R										A			
Research Solution	I				R/A	A/C	A/C	C				C		C				
Develop Business Case	I	A/C	I	I	R/A	C	C	C			C			C	C			
Plan Phase Activities																		
Create Project Charter	C	C			R/A	C	C	C			C			C				
Create Schedule	I	I	I	I	R/A	C	C	C	C	C	C	C		C	I			
Create Additional Plans as Required	I	I	I		R/A				I	I	I	I		C	I			
Execute Phase Activities																		
Build Deliverables	C/I	C/I	C/I	C/I		R/A	R/A	R/A	R/A	R/A				A/C				
Create Status Report	I	I	I	I	R/A	R/A	R/A	R/A						C	I			
Control Phase Activities																		
Perform Change Management		C	C	C	R	A	A	A						C	I			
Close Phase Activities																		
Create Lessons Learned	C	C	C	C	R/A	C	C	C	C	C	C	C		C	C			
Create Project Closure Report	I	I	I	I	R/A	I	I	I	I	I	I	I		I				

RACI Chart Example



Defining Success

- Measures and metrics
 - Establish baseline
 - Short and long term
 - “SMART Goals”
 - Aligned to mission and strategic priorities
 - In context of impacted stakeholder groups
- Quadruple aim, health equity



1,387 Telehealth Services Businesses in the US in 2023

24.5% Telehealth Services in the US Business Growth in 2023

29% Telehealth Services in the US Annualized Business Growth 2018–2023

Digital Health Vendor Landscape 2022

Care coordination & collaboration



Clinical intelligence



Home health & wellness



Computer-aided imaging



Interoperability, data, & analytics



Digital front door & patient engagement



Virtual care



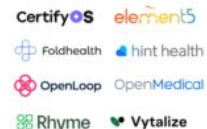
Screening, monitoring, & diagnostics



Digital pharmacy & DME



Workflow automation & digitization



Digital therapeutics



Clinical trials tech



Hybrid care



Revenue cycle management



Note: Companies are private as of 11/4/22



Evaluating the Vendor

- Highly cross-functional
 - IT, security, ops, legal, leadership
- Engage 3rd parties and conferences
 - ATA, HIMSS, HLTH, health care incubators and accelerators
- Mind your data
- Evaluation framework
 - RFP, scoring criteria
- Consider your goals
 - Long term relationship potential



Making the Case

- Define resources needed
 - Anticipate challenges: reimbursement, licensing
- Align with organizational priorities
- Engage leadership champions
- Clarify budget and ROI



Contracting

- Build foundation
 - Expectations of vendor and your organization
 - Roles and responsibilities
 - Healthy partnership
- Data integrity and ownership
- Consider scale
 - Does contract anticipate work beyond initial phase

Do

Check

Act



Design Workflows

Prep Care Team

Patient Partnership

Implementation

Evaluate Success

Refine and Scale



Designing the Workflow

- Cross-functional stakeholder input
- Design thinking principles
 - User-centric: patient, providers, team members
 - Workflow enablement
- Consider outliers and unique circumstances
- Standard work documentation
- Test and iterate
 - Safety, quality, outcomes
- Anticipate feedback



Preparing the Care Team

- Tap super users/champions
 - Enthusiasm for adoption is critical
- Engage with resources
 - System, vendor
 - Users - feedback
- Don't sugar coat it
 - Anticipate challenges proactively - speak to them
- Practice
 - Controlled environment
 - Check for learning/knowledge



Partnering with the Patient

- Design for user, plan for use
 - Patient experience/journeymap
- Engage your customer
 - Patient communications and marketing
 - Educational materials
 - Enablement
- Respond to feedback
 - How, when, where



Implementation

- Pilot
 - Test with early users/adopters
- Support
 - Patients, providers, staff
 - More time at beginning
- Feedback
 - Define and engage touchpoints
- Track
 - Metrics of success
- Adjust
 - Anticipate issues, prepare to respond



Evaluating Success

- Gather data
 - Quantitative and qualitative
 - “Make what’s important measurable” - look beyond volume
- Assess against baseline
 - Improving: plan for expansion
 - Falling short: reassess and refine
- What comes next?



Scaling: Wash, Rinse, and Repeat

- Resolve gaps and opportunities
- Communicate success
- Define next phase
- Engage stakeholders
 - Continue to foster internal champions
 - Refine team

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Design Workflows

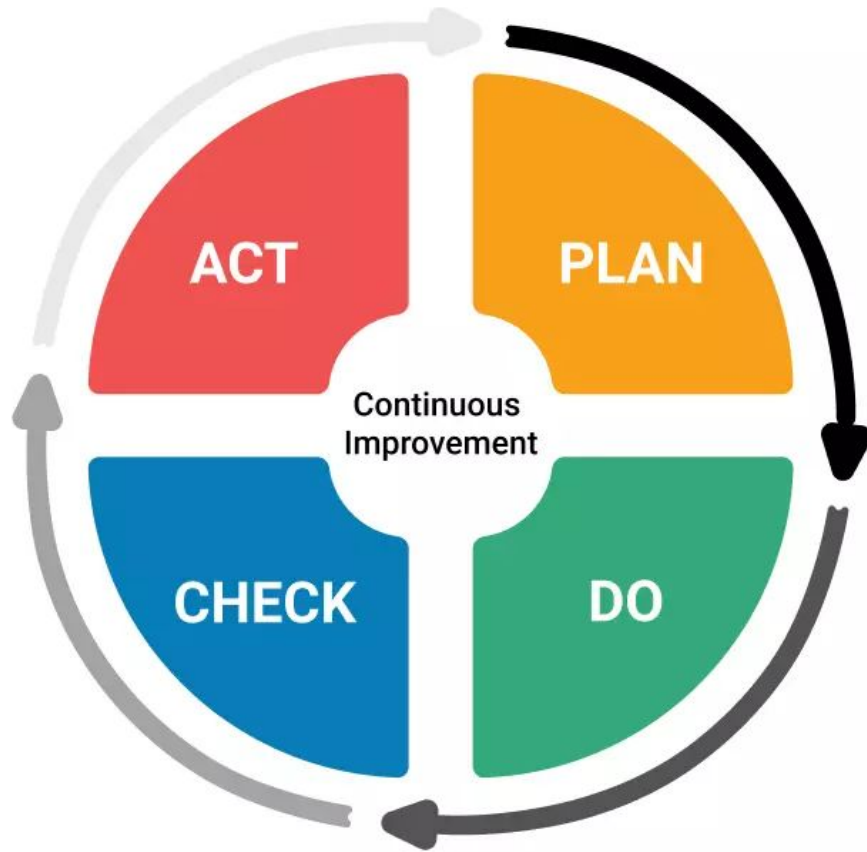
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Wrap up:

- **Virtual care is here to stay - how are you built to respond and scale?**
- **Virtual care solves problems**
 - Matrix of care
 - Quadruple aim
- **Service design and implementation follows a predictable and repeatable process**
- **PA and NP positioning to develop and drive solutions**

Resources:

https://docs.google.com/document/d/1u30psmpZxWDi9wZsLkdH9_rReJ7QD0esbGQdfub-dyQ/edit

Thank you. Questions?

Email: desmond.watt.pac@gmail.com