

Bringing Healthcare Home

Advancing Care via Enterprise Telehealth

SARAH SOSSONG, INVESTMENT TEAM PRINCIPAL
THURSDAY, AUGUST 23RD 2019

The logo for flare capital partners features the word "flare" in a large, lowercase, sans-serif font. Below it, the words "capital partners" are written in a smaller, lowercase, sans-serif font. A stylized, light-colored flame or flare icon is positioned to the right of the word "flare".

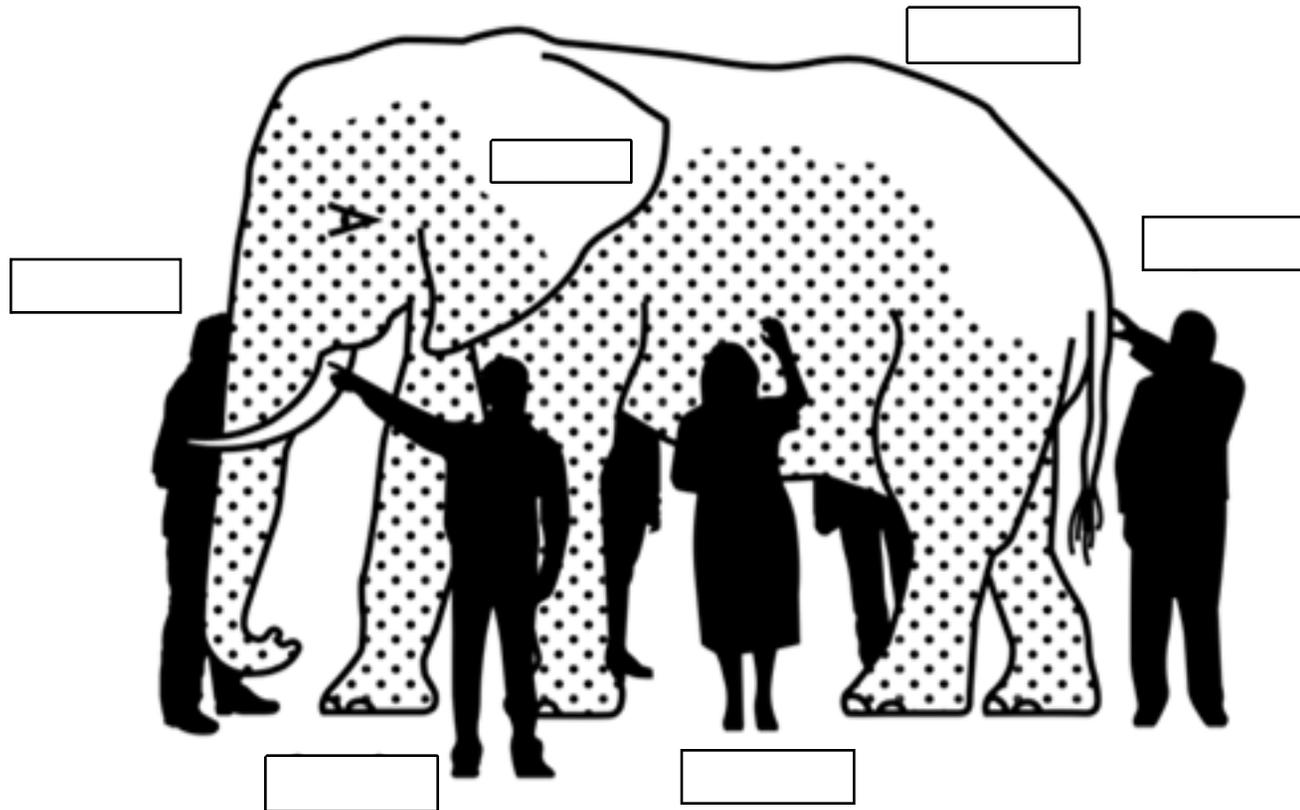
flare
capital partners

flare (noun | \ˈfler\): object that produces brilliant light, used for signaling or illumination

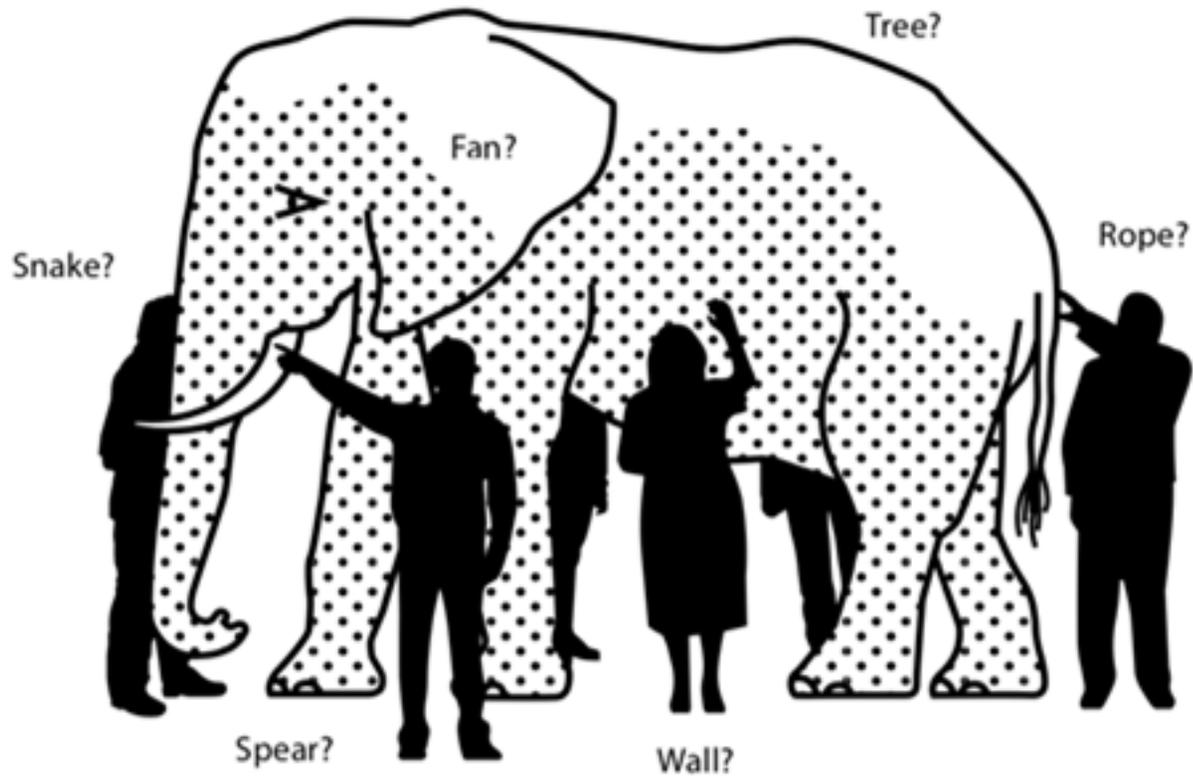
 sarah@flarecapital.com
 @SossongSarah
 linkedin/sarahsossong

HIMSS
NEW ENGLAND *Chapter*

Introductions



Introductions



Introductions



Introductions



Kaiser Permanente TeleDermatology: From Pilot to Enterprise

Proof-of-Concept Testing

**Enterprise Rollout Across
Northern California**



Software

PacsSCAN

STENTOR



Hardware



**Pilot in Central
Valley, CA**



36,000 

Virtual Encounters in CY 2009

15 

Medical Centers

6 

Kaiser Regions

Introductions





MGH TeleHealth: Evolution of a Virtual Care Program

Virtual routine specialty
follow-up care

Urgent care virtual visits for
employees (live 01/01/2018)

Virtual new patient evaluations,
appropriateness screenings

Past Focus

Future Applications

11,832



Virtual Encounters in CY 2017

5

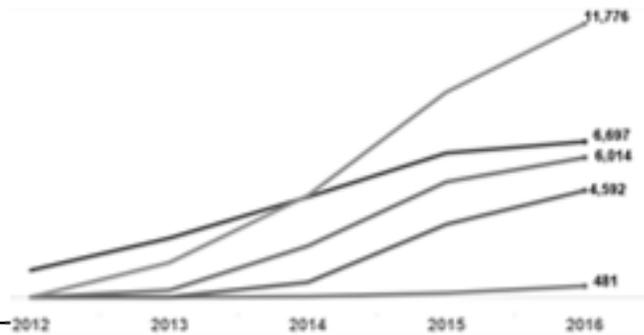


Telehealth Modalities

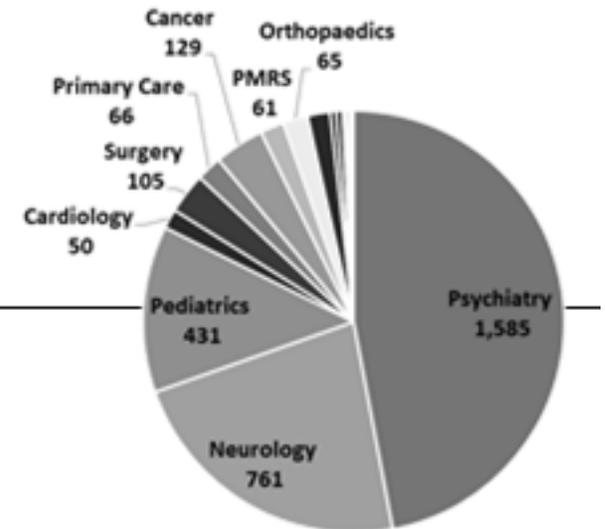
15



Clinical Departments



- eVisit
- Virtual Visit
- Virtual Consult
- eConsult
- Second Opinion





Center for TeleHealth

Advancing Care via Enterprise Telehealth



Clinical

531 Remote 2nd Opinions
1 Signed Int'l Contract
3 Int'l Contracts in Pipeline

3,000+ Virtual Consults
\$2M Contract Reimbursement
75% Neuro | 25% 8 Other Depts
6 New Implementations
4 New Programs in Pipeline

2,200+ Virtual Visits
8 New Departments
15 Total Departments
\$47K Collected
66% BCBS | 33% Patient Fee

Research



2 Publications
8 Submitted
4 Grant Proposals
3 Active Studies
\$10M+ Research Funding

Education



125 Clinicians Trained
72 Coordinators Trained
1,576 Patients Registered
1,051 Test Calls
6 Telegram Newsletters

Community

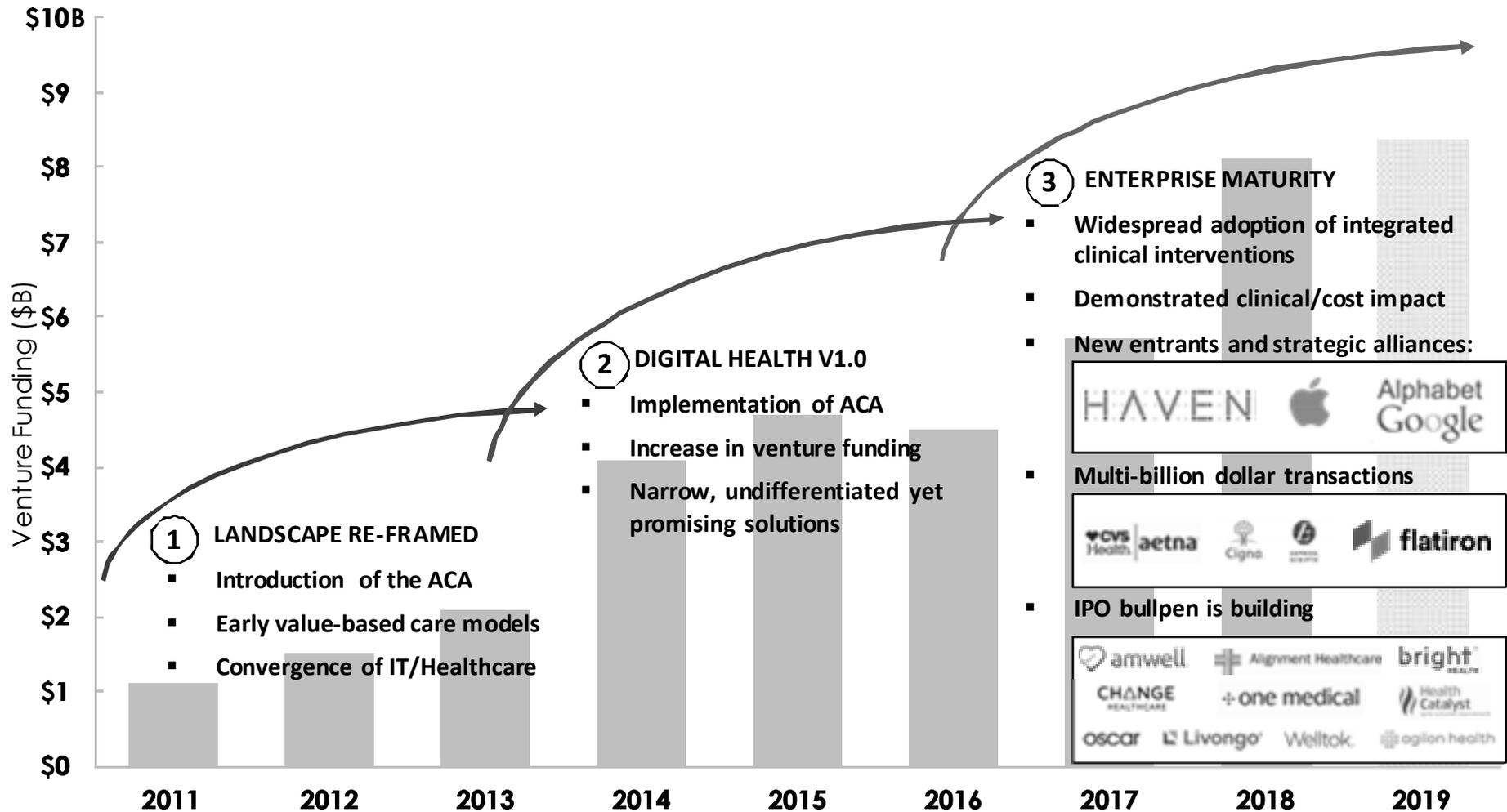


6 Languages
Interpreter Services
Brochures
Providing care in
community that
have no access to
specialty care

Introductions



HEALTH TECH ADOPTION IS ACCELERATING



Source: Rock Health Funding Database
Note: 2019 – industry estimates

FLARE CAPITAL I + II

Fund I*

2014 Vintage

\$200M Committed Capital

- One of the largest dedicated US healthcare technology VC funds
- Early stage focus, full-lifecycle flexibility
- 17 investments, with significant early portfolio momentum
- Team: 7 investment professionals, 5 executive partners, 23 IAB members and 108 Flare Scholars



Fund II*

Closed July 2019

\$255M Committed Capital

*Data as of 8/14/19

**Treats Predilytics and Welltok as separate investments

Investments in Telehealth & Cybersecurity

Advancing Care via Enterprise Telehealth



Healthcare Better Connected



The background of the slide is a dark, abstract digital landscape. It features a perspective view of a grid of glowing white lines that recede into the distance. Scattered throughout this grid are numerous small, glowing rectangular shapes, some of which appear to be floating or moving, creating a sense of data flow and digital complexity. The overall aesthetic is futuristic and high-tech.

CIOs must maintain the confidentiality, integrity, and availability of patient data to protect patient safety and an organization's reputation.

Assessing and reducing the risk of this data getting compromised is challenging.



tausight

Currently in stealth mode, **Tausight** was founded in 2018 by the cofounder and former CTO of Imprivata, David Ting, with the vision of reducing healthcare cyber incidents using a proactive, risk management philosophy.

Flare Capital provided seed funding to Tausight's team of experienced healthcare technology innovators working to solve an urgent and massive pain point for a \$3T industry.

Things I Wish I'd Known...

Advancing Care via Enterprise Telehealth



16

LESSONS LEARNED FROM



16

YEARS OF ENTERPRISE TELEHEALTH

#1 Why are you doing it?

Advancing Care via Enterprise Telehealth

Value

Population Health



ROI

Episodic Care



#1 Why are you doing it?

Advancing Care via Enterprise Telehealth



Increase
Access



Improve
Patient
Outcomes



Expand
Reach



Attract
Consumers



Increase
Direct
Revenue

Increase
Indirect
Revenue



Reduce
Costs

#2 What do you call it?

Advancing Care via Enterprise Telehealth

Real-Time



Provider and patient communicate via live video-conferencing. Used often in telepsychiatry, telehomecare, telecardiology and remote consults (teleconsults) with specialists, primary care physicians, counselors, social workers and other health care professionals.

Store & Forward



Digital images, video, audio, clinical data are captured and stored on a patient's computer or mobile device and then transmitted securely to a provider for later study or analysis. Used often in teledermatology and telepathology.

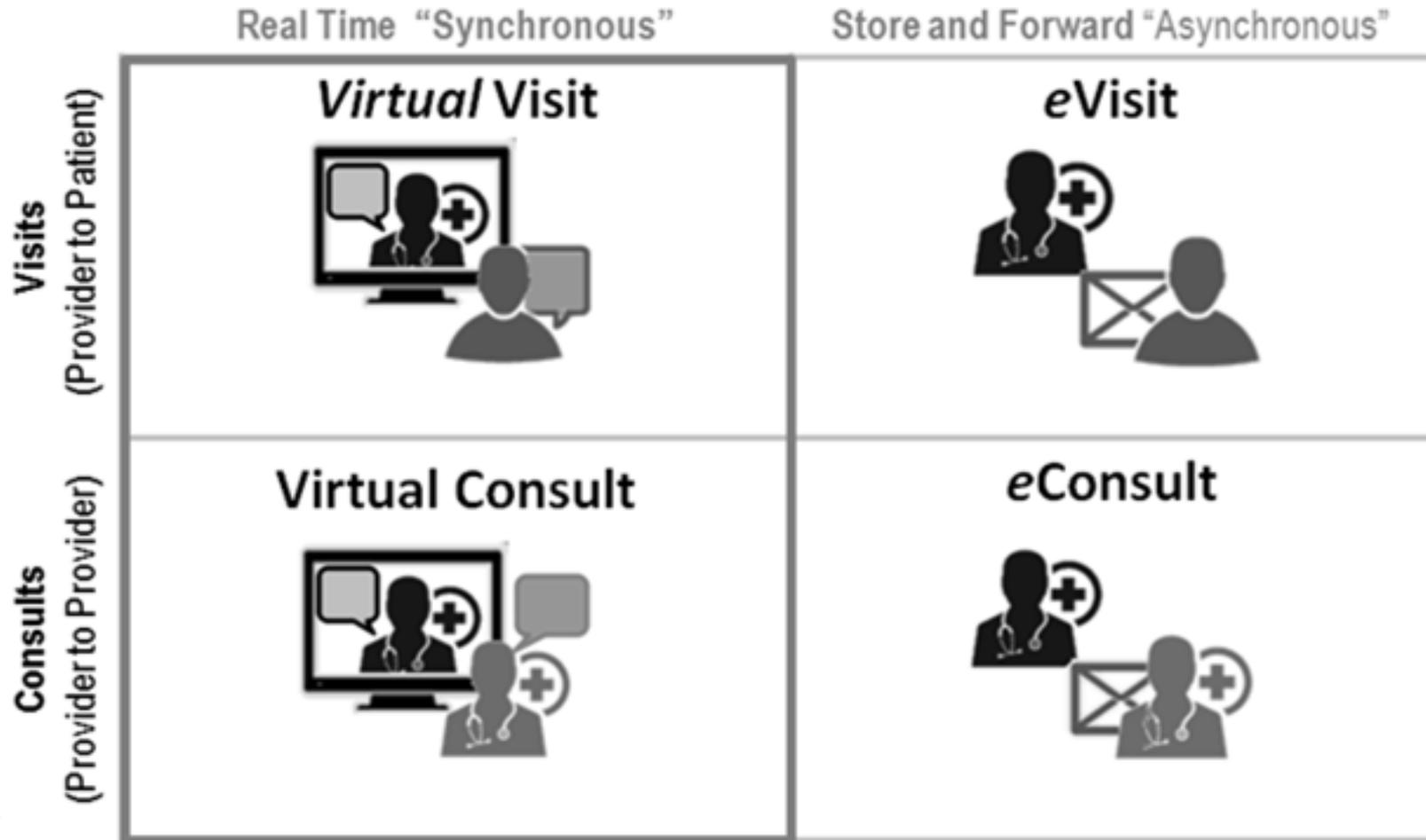
Remote Monitoring



Patient uses a system that feeds data from sensors and monitoring equipment to an external monitoring center so that health care professionals can monitor a patient remotely. Used to monitor chronic conditions such as heart disease, diabetes and asthma.

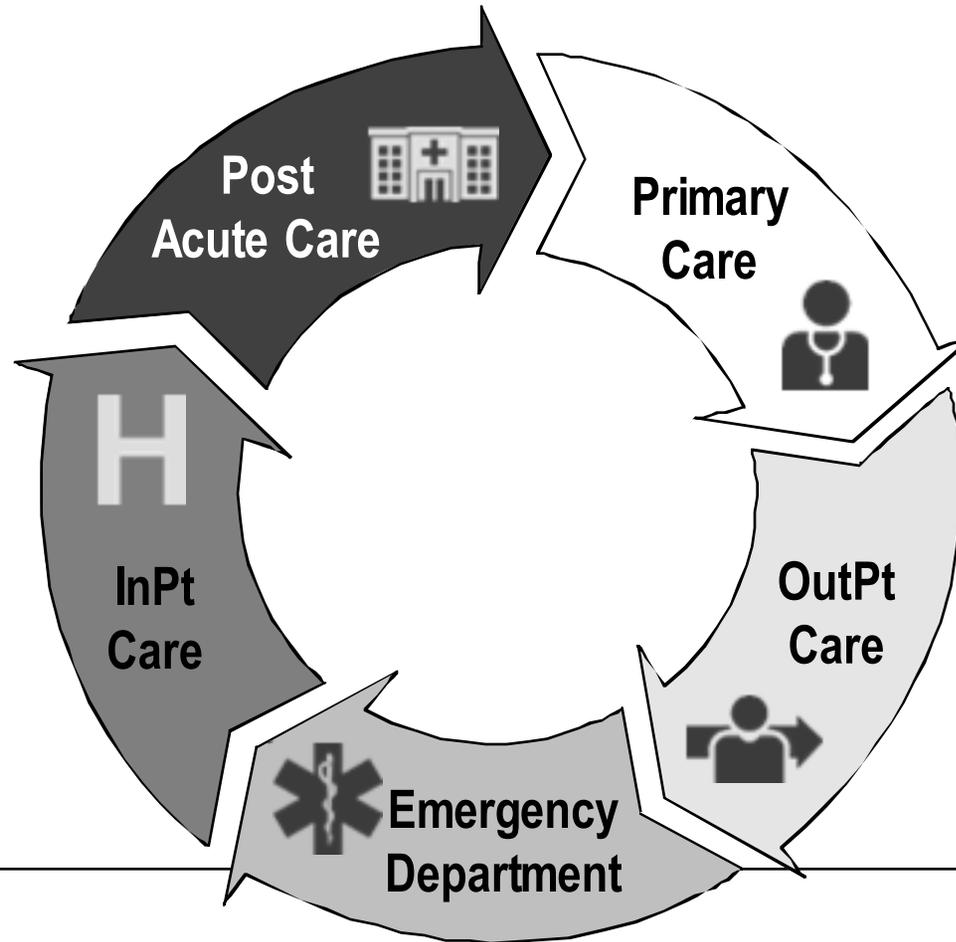
#2 What do you call it?

Advancing Care via Enterprise Telehealth



#3 What services are appropriate for telehealth?

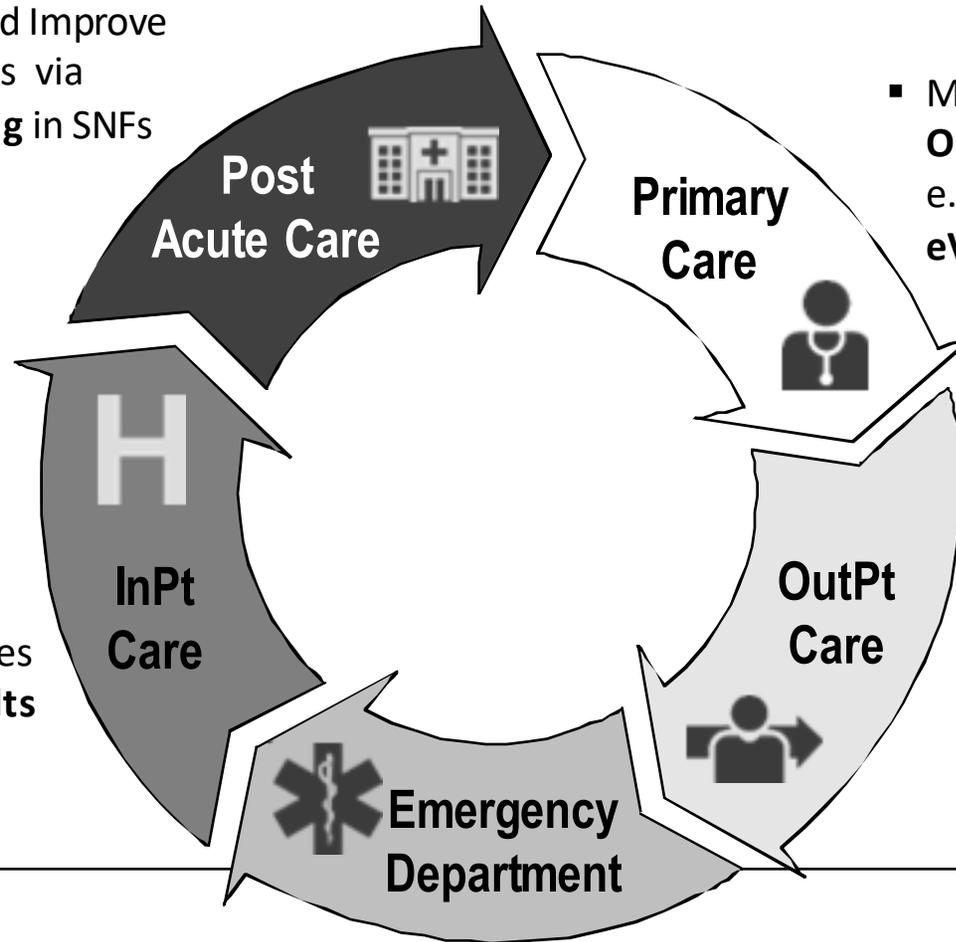
Advancing Care via Enterprise Telehealth



#3 What services are appropriate for telehealth?

Advancing Care via Enterprise Telehealth

- **Reduce Costs** via decreased readmissions and Improve patient outcomes via **Virtual Rounding** in SNFs



- Management of **Patient Outcomes** in chronic disease, e.g., blood pressure, using **eVisits** or **RPM**

- Improve **Patient Outcomes** through support of care transitions to Post-Acute Rehab Facilities using **Virtual Consults**

- **Attract Consumers, Expand Reach, and Increase Access** by offering **Specialty Virtual Visits**

- **Reduce Costs** via management of inappropriate admissions and transfers using **Specialty Virtual Consults**

#4 Where can the patient be located?

Advancing Care via Enterprise Telehealth

Bringing Healthcare Home ...

			
Home 	Post Acute 	Inpatient 	Outpatient 

... to the Patient, wherever, whenever, however it's needed
+ Connecting remote caregivers to in-person visits

#5 How do you build a program?

Advancing Care via Enterprise Telehealth

TeleHealth Programs



Program Consultation

Legal and Malpractice

Reimbursement

Credentialing & Licensing

Technology: *Videoconferencing,
Data/Image Transfer*

Training

Quality

Contracting

Branding & Marketing

#5 How do you build a program?

Advancing Care via Enterprise Telehealth



Business	Clinician Engagement	Patient Engagement	Project Team
	Goals, Metrics, Tracking, Reporting	Reimbursement & Compensation	Branding and Marketing
Legal and Regulatory	Licensure / Credentialing, Contracting, Malpractice	HIPAA, Patient Consent & Notification	Patient Registration, Documentation
Technology	Software & Hardware	Training & Support	Systems Integration

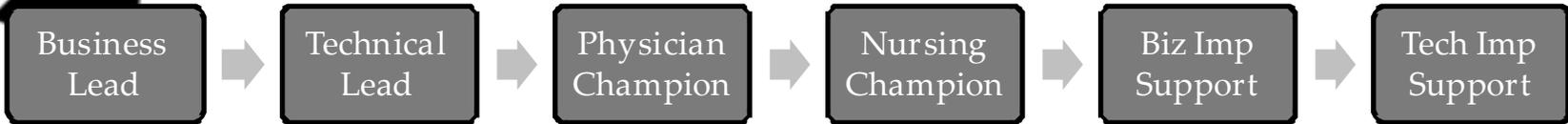
#6 Who is “the team”?

Advancing Care via Enterprise Telehealth



Central TeleHealth

Overall project management, clinical program design and implementation, bring best practices to group, reporting/QA, and refinement of operations



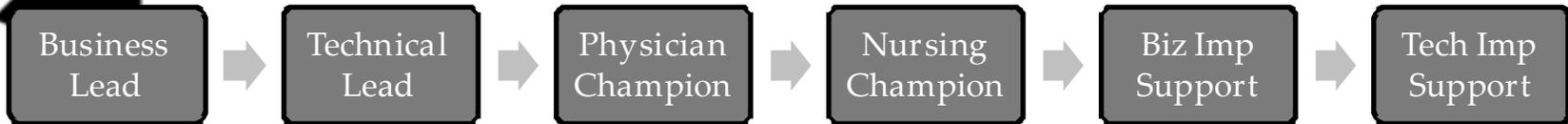
#6 Who is “the team”?

Advancing Care via Enterprise Telehealth



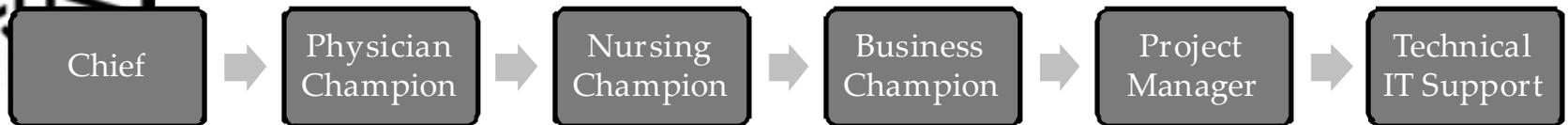
Central TeleHealth

Overall project management, clinical program design and implementation, bring best practices to group, reporting/QA, and refinement of operations



Decentralized Clinical & Support Teams

Partner in program design, pilot services, accountable for ongoing operations



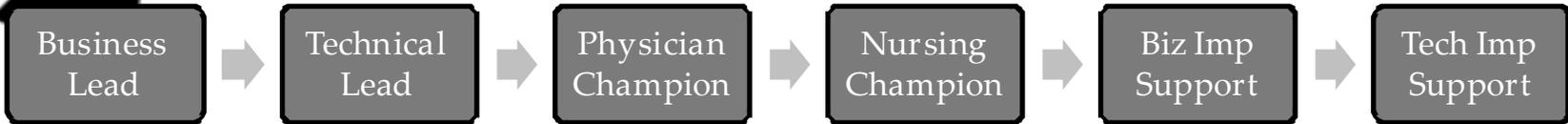
#6 Who is “the team”?

Advancing Care via Enterprise Telehealth



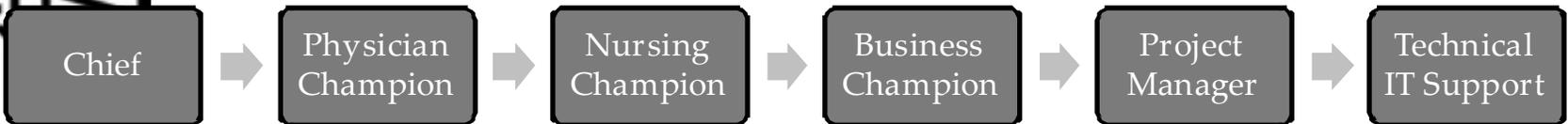
Central TeleHealth

Overall project management, clinical program design and implementation, bring best practices to group, reporting/QA, and refinement of operations



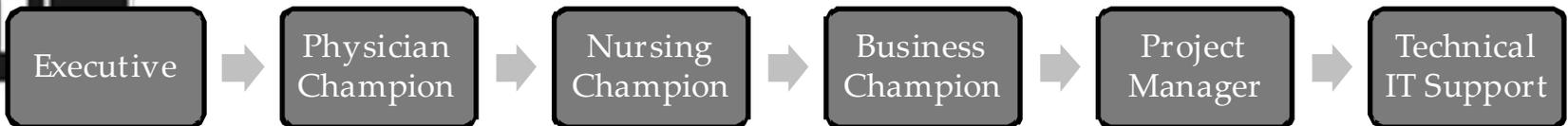
Decentralized Clinical & Support Teams

Partner in program design, pilot services, accountable for ongoing operations



External Client Team

Communicate strategic goals, other tele activities; partner in development and implementation of program; responsible for local clinical adoption; accountable for ongoing operations

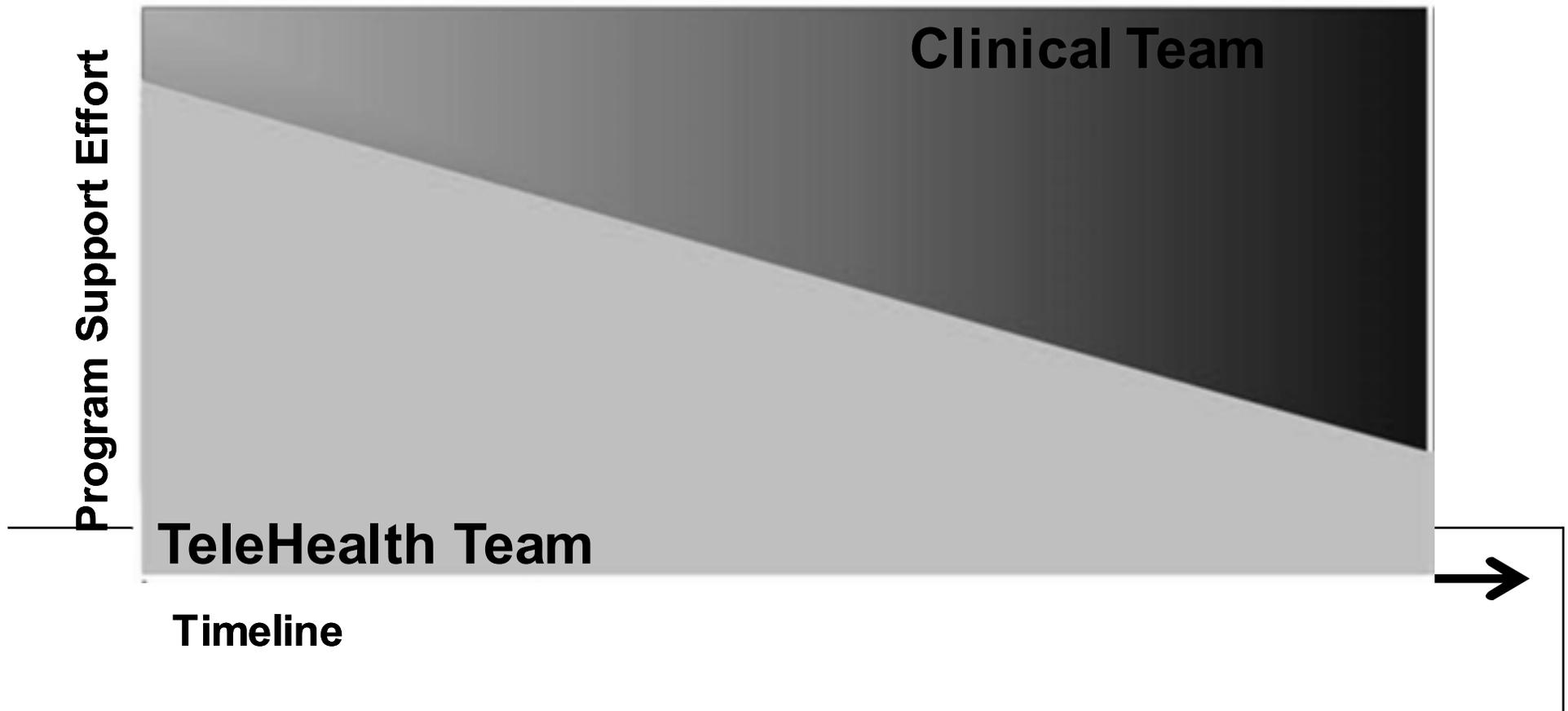


#7 How to evolve from pilot to enterprise program?

Don't be a dinosaur

Evolve the Model - Plan for Transitions in virtual care ownership

Hand off operations to the appropriate leader when you reach economies of scale.



#8 Enlist Senior Leadership Support

Executives need to vocally support strategies for front line staff to embrace

Executive Leadership



Steering Committee

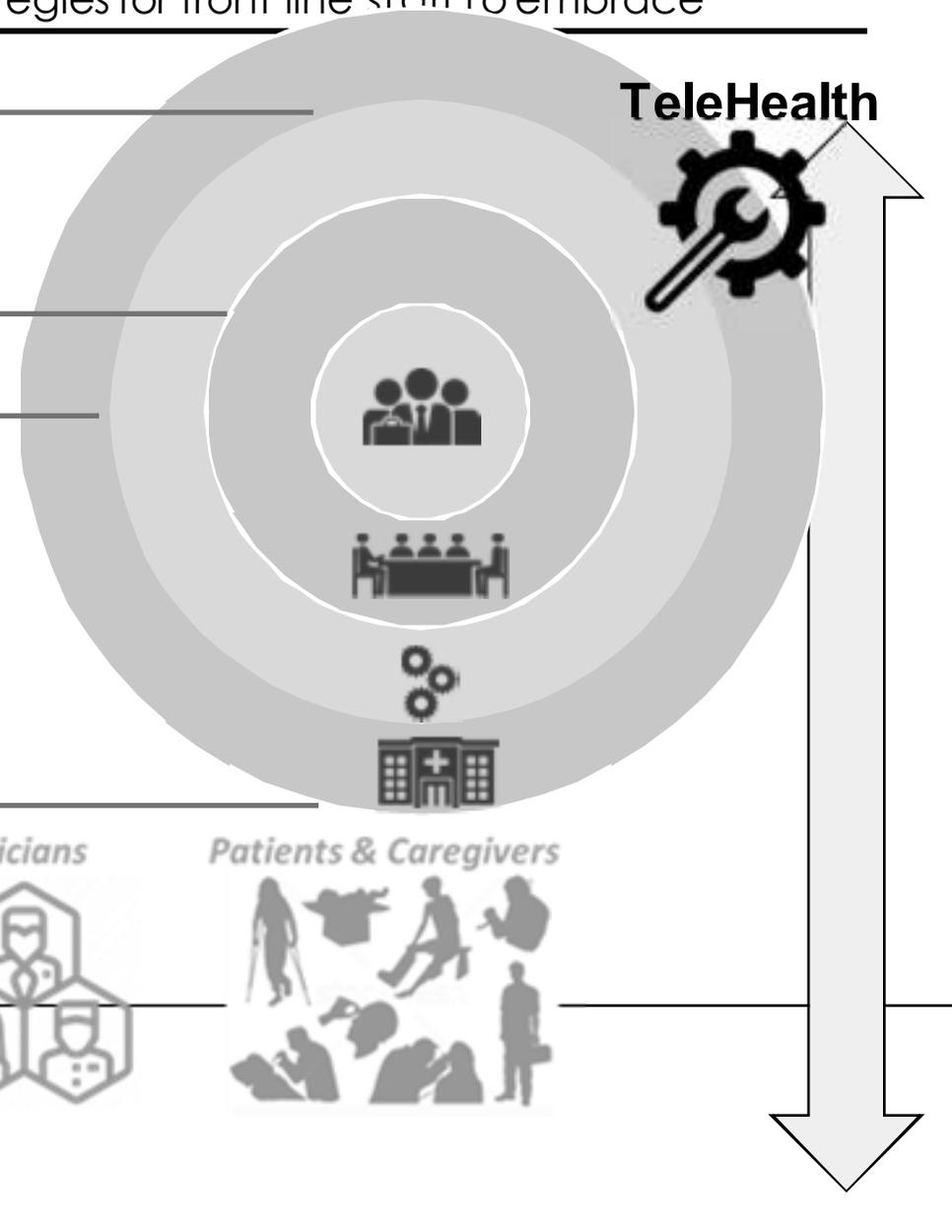
Functional Areas



Customers & End-Users

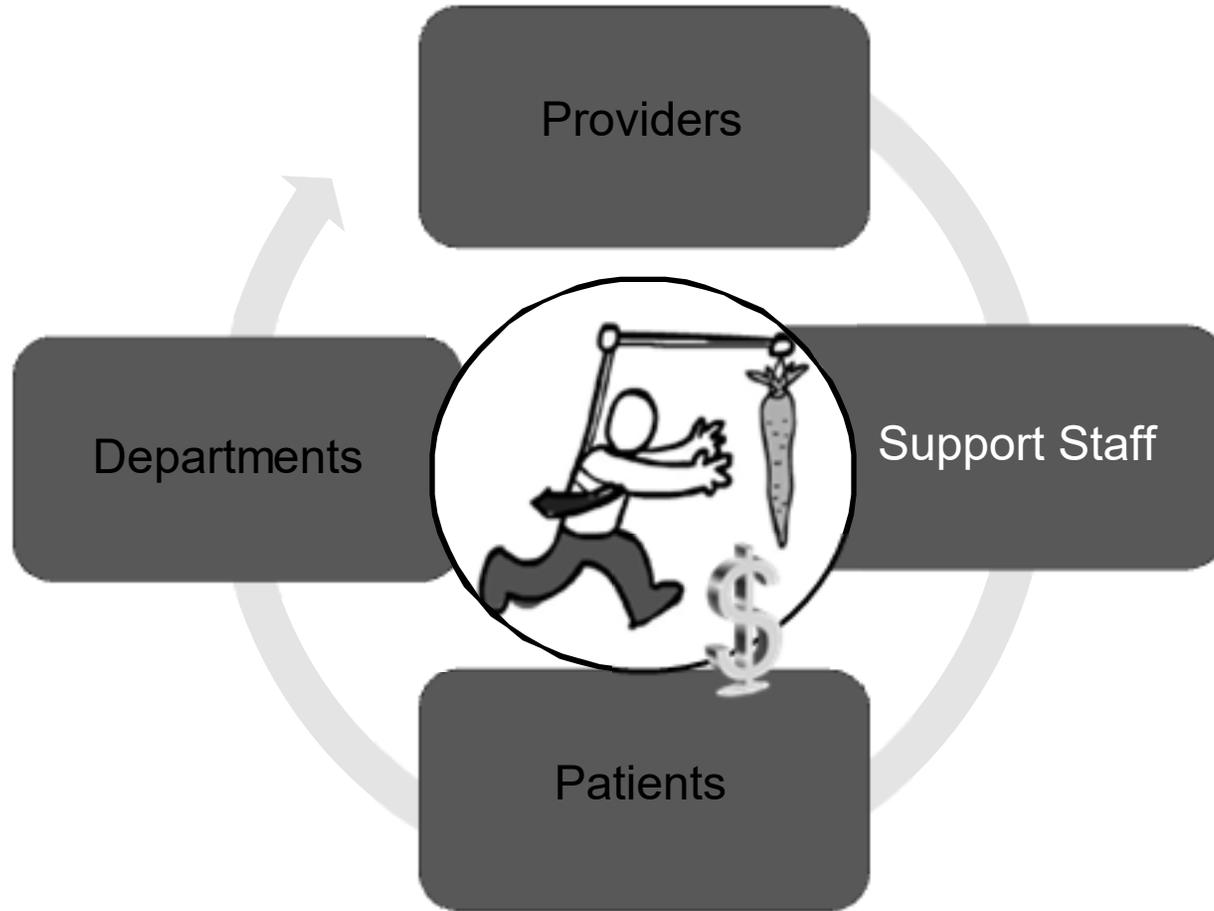


TeleHealth



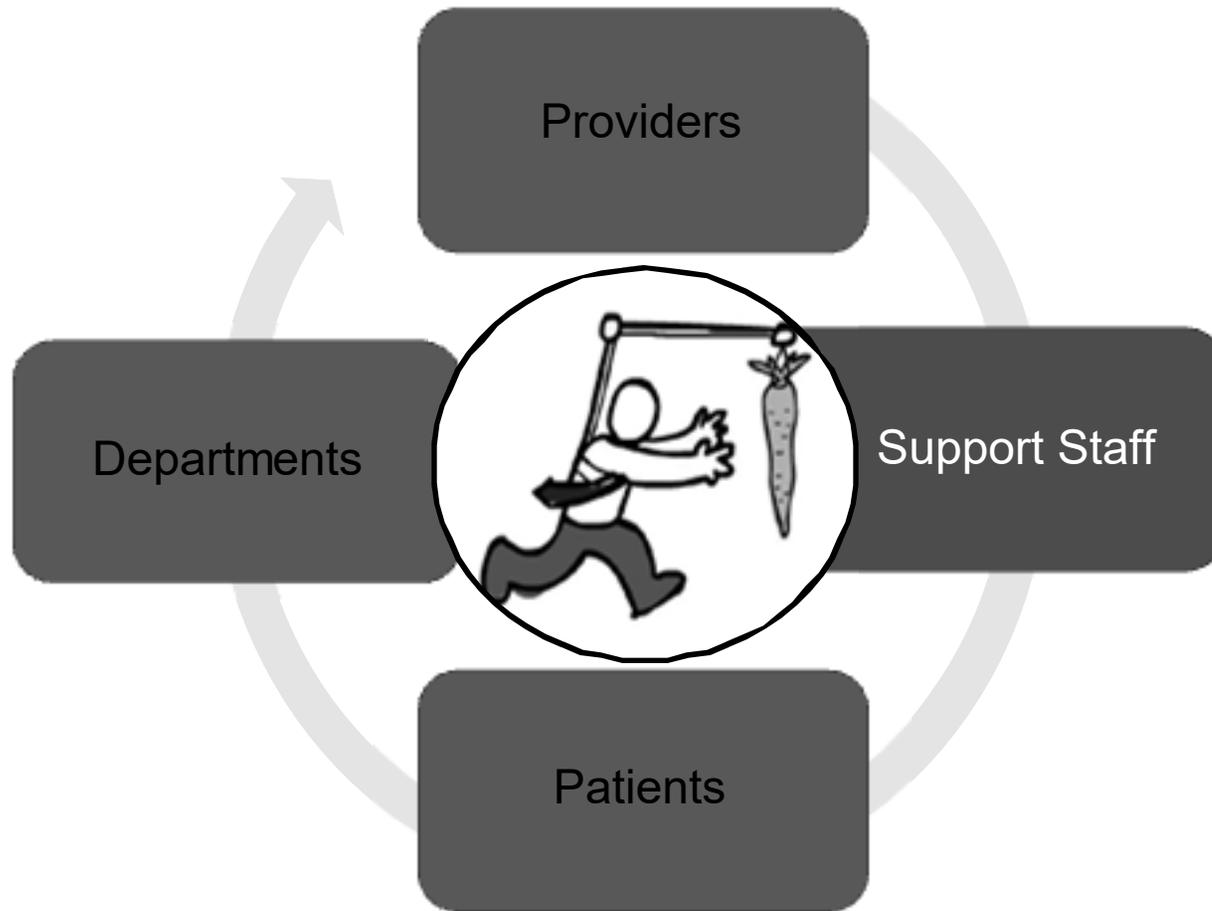
#9 Align Incentives

Figure out what matters to stakeholders and align incentives accordingly



#9 Align Incentives

Figure out what matters to stakeholders and align incentives accordingly



Training



Online Patient Enrollment



Incentive Program



#10 Frictionless Processes Enhance Adoption

Don't Reinvent the Wheel



#11 If you can't measure it, you can't improve it

Balance innovation, operations, and improvement



1. Access



2. Experience



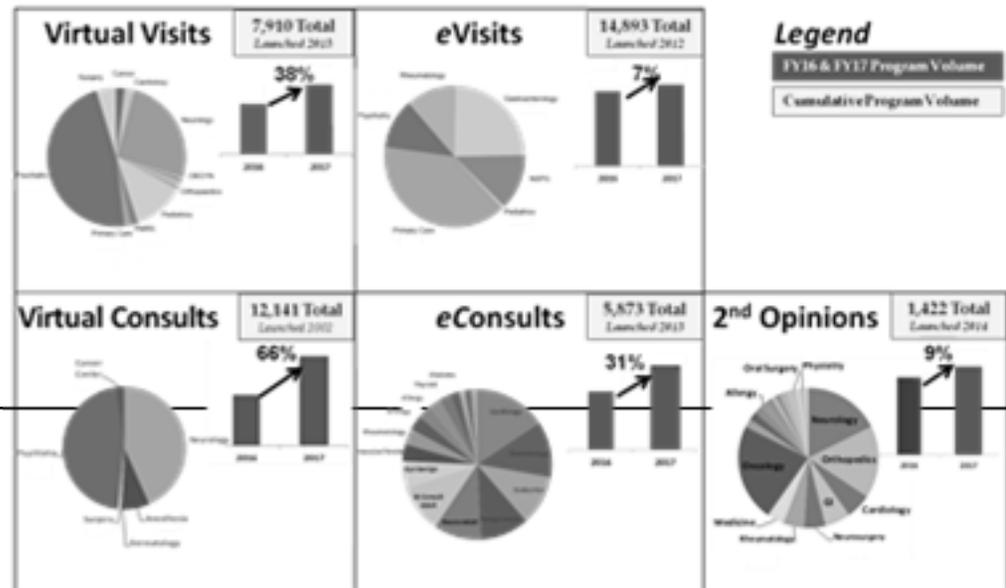
3. Effectiveness



4. Financial Impact

Center for TeleHealth Program Dashboard

FY16 and FY17



#12 Set Expectations

Expectation
is the root
of all
heartache.

#13 Engage Patients

The “product” is not enough; create an experience for the patient and provider

MASSACHUSETTS GENERAL HOSPITAL TELEHEALTH

[Back to main Mass General site](#)

Search the MGH TeleHealth site

[Home](#) [Patients](#) [Care Providers](#) [About Us](#) [Technical Help](#) **CONTACT US**
Email: info@MassGeneral.com
Phone: 505-505-5055

What is TeleHealth?

Massachusetts General Hospital's TeleHealth program lets patients, their local health providers, and Mass General specialists connect through virtual technology. It's the same world-class care, on your schedule and in the comfort of your home or office.

[I AM A PATIENT](#) OR [I AM A PROVIDER](#)

Step-by-Step

- Sign up for an account**
- Download TeleHealth**
- Make sure your camera's working**
- Schedule an appointment**
- Launch application & talk to your doctor**

Bills & Insurance
[Medical Records](#)
[Accessibility](#)

Your Rights & Concerns
[Privacy & Security](#)
[Disclaimer](#)
[Social Media](#)
[Patient Gateway](#)

A FOUNDED MEMBER OF **PARTNERS HEALTHCARE** **BRIGHAM MEDICAL CENTER TEACHING HOSPITAL** **MASSACHUSETTS GENERAL PHYSICIAN ORGANIZATION**

MASSACHUSETTS GENERAL HOSPITAL GENENG **proto**

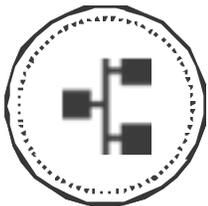
© 2014 Massachusetts General Hospital
85 Fruit Street, Boston, MA 02114 | [Vitals & Disasters](#)
617-726-2000 | TDD: 617-724-6000

#14-#16 And, finally, last but not least...

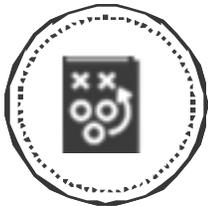
Advancing Care via Enterprise Telehealth



Bend the curve on “provider adoption.” Integrate training on virtual modalities into clinician education.



You can’t satisfy all stakeholders. Focus on the areas with the greatest promise for strategic impact.



Don’t Go It Alone. Focus on the areas with the greatest promise for strategic impact.

Thank you

+ Other Resources

- Regional Telehealth Resource Centers
<https://www.telehealthresourcecenter.org/>
- California Telemedicine & eHealth Center
<http://www.cteonline.org>
- Telemedicine Information Exchange
<http://tie.telemed.org>
- American Telemedicine Association
<http://www.americantelemed.org>
- Health Affairs
<https://www.healthaffairs.org/toc/hlthaff/37/12>
- And many more!

