Telehealth Maturity Model & Tactics for Successful Implementation

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Terms: Telehealth or Telemedicine?

- **Telemedicine**
  - Medical information
  - Exchanged site to site
  - Digital
  - Improve clinical health status

- **Telehealth**
  - Encompasses telemedicine
  - Broader - adds non-clinical
  - E.g. – wellness, coaching, remote monitoring, education, therapy
“‘Telehealth’ is a service provided from a remote location using a combination of interactive video, audio, and externally acquired images through a networking environment between an individual at an originating site and a provider at a remote location with the service being of sufficient audio and visual fidelity and clarity as to be functionally equivalent to face-to-face contact. ‘Telehealth’ does not include telephone conversations or Internet-based communications between providers or between providers and individuals.”

Wisconsin Statute 49.45(29w)(b)1.b.
The Future is Now
Futuristic telehealth example from 1929:

"The busy doctor, fifty years hence, will not be able to visit his patients as he does now. It takes too much time, and he can only, at best, see a limited number today….This is where the teledactyl and diagnosis by radio comes in."

- Hugo Gernsback, 1925

The Teledactyl (“Tele” = far; “Dactyl” = finger - Greek)
Robotic Tele-Surgery

The “Tipping Point”

“The moment of critical mass, the threshold, the boiling point.”


Telehealth Tipping Point:

The moment “telehealth” and “telemedicine” become synonymous with “healthcare.”
Telehealth Trends

▪ Challenges
  ▪ Reimbursement
    ▪ CMS
    ▪ Private payor
  ▪ Clinician and patient acceptance
  ▪ Licensure reciprocity

▪ Progress
  ▪ Shift from volume to value – a need to contain costs and increase perceived value
  ▪ Next generation ACO – contemplates telehealth
  ▪ State parity laws
  ▪ Improved CMS and private payor reimbursement
  ▪ CMS reimbursement for more codes
Supporting the Triple Aim™

The term “Triple Aim” is a trademark of the Institute for Healthcare Improvement.
Telehealth Maturity Model

- Stage 1 – “Ad-Hoc”
- Stage 2 – Rationalized
- Stage 3 – Clinically-Integrated
Stage 1 – “Ad-Hoc” Telehealth

- Early adopters
- Specific clinical need(s)
- Single clinical stakeholder
- Manual workflows and processes
- Stand-alone
Stage 2 – Rationalized Telehealth
- Multiple stakeholders
- More formalized
- Executive visibility
- Governance introduced
Telehealth Maturity Model

Stage 3 – Clinically-Integrated Telehealth
- Enterprise-wide strategy
- Broad governance
- Sponsored by executive
- EHR integration
- Automated clinical workflows
Key Telehealth Tactics for Successful Implementation
#1 - Build an Effective Governance Model

An effective governance model:

- Prioritizes telehealth projects
- Gets stakeholders to own
- Is multi-disciplinary
- Promotes executive visibility & awareness of the program
- Establishes telehealth related policy & procedure
- Sponsors a unified technology solution approach; ensures investments are fully leveraged
#2 - Assemble a Multi-Disciplinary Team

Telehealth Director
- Executes strategy
- Manages operations and quality control

Clinical Champion(s)
- Help define workflows
- Promotes clinical adoption
- Address administrative and IT concerns

IT Technical Lead
- Liaison between clinical/administrative leaders and IT
- Leads technical design and implementation
- IT selection, procurement, and vendor management
- Works closely with Telehealth Coordinator
#3 - Assess Needs & Current Capabilities

- Current activities
- Market opportunity, community benefit
- Service line capabilities
- Physician interest & readiness
- Reimbursement potential
- IT infrastructure and security
#4 - Develop Business Plan

- Define success
- Prioritized use cases
- Financial model
  - Estimated costs (people/technology)
  - Revenue estimates
  - Return on investment
  - Payor contribution
  - Potential sources of funding (government grants, etc.)
- Technology plan
- Operational staffing model
- Go to market strategy
#5 - Develop a Project Plan

Project planning & implementation

- Vendor management
- IT Coordination (integration, network, etc)
- Training and communication management
- End user training
- Community outreach and marketing coordination
- Process improvement
- Performance measurement
- Risk and issue management
- Status reporting
#6 – Measure Performance

- Regularly review scorecards and other measures of success
- Fail fast/pivot
- Continually improve
- Adapt and expand
- Remain flexible - evolve
Questions?

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