Measuring Telehealth Success

August 20, 2020

Christian Milaster
Founder & President
Ingenium Digital Health Advisors
Making the most out of Zoom

➢ Please keep your video on if you can (it’s much nicer to present to real people)
➢ All lines are muted
➢ Use the Chat function to:
  ✓ post questions for Q&A
  ✓ report technical issues to Laurel
➢ We will have a brief evaluation at the end of the session
➢ We are recording this session
Stay Connected

Visit the Telehealth Community for:

- Support from experts
- Peer-to-peer Forums
- Selected resources
- Webinar announcements

https://healthcarecommunities.org/telehealth/
Telehealth Use Cases for Acute and Post-Acute Care

Virtual Inpatient Care, Remote Patient Monitoring and other valuable use cases

Thu, Sep 17 @ 12 PM EDT

The Hospital at Home

The future of Care Delivery beyond the clinic walls.

Thu, Oct 15 @ 12 PM EDT
Measuring Telehealth Success

Christian Milaster
Founder & President
Ingenium Digital Health Advisors
Participant Poll

1. What type of organization do you represent?

2. How are you currently measuring telehealth success? (select all that apply)
About Christian

33 years

(c) 2020 by Ingenium Consulting Group, Inc.
Telehealth Defined

Everybody agreed, until somebody defined it.
Everybody agreed, until somebody defined it...

**Telehealth**
Delivering Care at a Distance

**Telemedicine**
Practicing Medicine at a Distance

**Remote Care**
Connecting with Patients at a Distance
A Telehealth Taxonomy
The Quadruple Aim of Telehealth

- Improved Patient Satisfaction
- Improved Provider Satisfaction
- Lower Cost of Care
- Better Health Outcomes

(c) 2020 by Ingenium Consulting Group, Inc.
Serving the Modern Healthcare Consumer

- Convenience
- Value
- Quality
- Confidence

Safety!
How to Measure Success
Disclaimer
(or: Setting Intentions)

Target Audience in Mind

Healthcare Organizations
Relatively new to Telehealth
Relatively inexperienced in managing by metrics

Scope of Success
Operational, “local” success.
Not “global”, agency-level, population health measures.

(c) 2020 by Ingenium Consulting Group, Inc.
Counting what Counts

“Not everything that can be counted, counts.
Not everything that counts, can be counted.”

— William Bruce Cameron (Sociologist)
(not Albert Einstein)
Telehealth Performance Measures

- Input Measures
- Output Measures
- Quality Measures
- Outcome Measures
### Output Measures
- quantifiable results
  - e.g., number of visits, revenue volume

### Input Measures
- resources spent on delivering the service:
  - time, staff, money
<table>
<thead>
<tr>
<th>Input Measures</th>
<th>Output Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>resources spent</td>
<td>quantifiable results</td>
</tr>
<tr>
<td>on delivering the</td>
<td>e.g., number of visits,</td>
</tr>
<tr>
<td>service:</td>
<td>revenue volume</td>
</tr>
<tr>
<td>time, staff, money</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality Measures</th>
<th>Outcome Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>result characteristics</td>
<td>impact and value,</td>
</tr>
<tr>
<td>e.g., patient</td>
<td>e.g., improved health,</td>
</tr>
<tr>
<td>satisfaction,</td>
<td>reduced ED visits</td>
</tr>
<tr>
<td>physician satisfaction</td>
<td></td>
</tr>
</tbody>
</table>
Imagine

Soccer without Goals
Golf without Holes
Football with no Endzone
The Olympics without Medals
Goals / Targets
Purpose of Metrics

Trigger Action!

(c) 2020 by Ingenium Consulting Group, Inc.
Measuring Success

**Definition**
- How to collect the metric?
- How to analyze the metric?
- How often? How to report?

**Expectations**
- What are the goals/targets?
- for acceptable performance?
- for success?

**Ownership**
- Executive Owner
- Operational Owner
- “Data Steward”

**Actions**
- pre-defined actions to take
- if goals not reached?
- if goals exceed? if met?
Measuring Telehealth Success
Knowing Where to Go

“
If you don't know where you're going, you’ll end up somewhere else.
”

— Yogi Berra
# Telehealth Success Metrics

## Sample Set of Telehealth Success Metrics

<table>
<thead>
<tr>
<th><strong>INPUT</strong></th>
<th><strong>OUTPUT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td># of clinicians trained</td>
<td># of video visits</td>
</tr>
<tr>
<td># of patients tech-checked</td>
<td># of telephonic visits</td>
</tr>
<tr>
<td># of equipment deployed</td>
<td># of billable visits</td>
</tr>
<tr>
<td># of workflows defined</td>
<td>saved miles driven</td>
</tr>
<tr>
<td>etc.</td>
<td>etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>QUALITY</strong></th>
<th><strong>OUTCOME</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>physician satisfaction</td>
<td>no-show rate</td>
</tr>
<tr>
<td>staff satisfaction</td>
<td>ER utilization</td>
</tr>
<tr>
<td>patient NPS</td>
<td>practice loyalty</td>
</tr>
<tr>
<td>technical performance</td>
<td>care plan engagement</td>
</tr>
<tr>
<td>etc.</td>
<td>etc.</td>
</tr>
</tbody>
</table>
Critical
Telehealth Success Metrics

The Pulse:
Satisfaction. Satisfaction. Satisfaction.
Technology Performance
Reimbursement
Volume, modalities, etc.
Miles? 😊
Satisfaction

• **Patient Satisfaction**
  ▪ immediate survey link (ideally in telehealth solution)
  ▪ call patients within 4 hours, 24 hours

• **Physician Satisfaction**
  ▪ after each encounter for the first few days (online)
  ▪ on an exception basis thereafter

• **Staff Satisfaction**
  ▪ initially after each encounter/day
  ▪ on exception basis thereafter
The Physicians’ Bill of Telehealth Rights

§1

You have the right to a well-designed workflow that enables you to practice on top of your license, so you can almost exclusively do the things that only you can do.
§2

You have the right to **user-friendly, reliable, secure technology**, so that you and your patients can have a clear audio-visual connection where you can see and hear each other without distractions or interruptions.
The Physicians’ Bill of Telehealth Rights

§3

You have the right to be appropriately trained and supported in the workflows, the policies, and the technology.
§4 You have the right for your feedback and suggestions for improvement to be heard and reflected in the continuous improvement of the service.
§5

You have the right to be commensurately paid for the care provided.
IMPLEMENTING
The Physicians’
Bill of Telehealth Rights

1. Design all workflows to optimize the physician experience.
2. Select and configure all technologies to meet the needs of the physicians.
3. Provide appropriate and adequate training and support.
4. Continuously improve the service based on physicians’ feedback.
5. Ensure that only reimbursable or financially sustainable services are scheduled.
Unprecedented challenges with the “D2C BYOD” telehealth of Covid-19

• Could they connect?
• Could they clearly hear?
• Could they clearly see?
• Did it feel private/secure?
• Was a pre-visit TechCheck performed?
Input Measures

• Resources Spent
  ▪ FTEs/person hours, $$

• Rollout / Process Measures
  ▪ training (w/ satisfaction)
  ▪ tech-checks (w/ success rates)
  ▪ physicians “online”

• # of clinicians trained
• # of patients tech-checked
• # of equipment deployed
• # of workflows defined
• etc.
Output Measures

Everything that can be counted ;-)  
• # of visits, video visits, telephonic visits, billable (E&M vs. check-in)  
• miles saved; hours saved (pts. & providers)  
• geographic reach (before after)  
• etc.
Outcome Measures

- **Operational Outcome Measures**
  - no-show rates (feasible: single digits!)
  - loyalty (e.g., Press Ganey)

- **broader, longer term, pop health measures**
  - health maintenance (BP, A1C)
  - Potentially Avoidable Utilization (unplanned admissions, ER use, UC use)
  - engagement (e.g., refills filled)
Telehealth Creates Strategic Success
Sound Strategy

“Sound strategy starts with having the right goal.”

— Michael Porter
## Typical Strategy

<table>
<thead>
<tr>
<th>HEALTHCARE STRATEGY FRAMEWORK</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>Quality</td>
</tr>
<tr>
<td>People</td>
<td>Finance</td>
</tr>
<tr>
<td>Growth</td>
<td>Community</td>
</tr>
</tbody>
</table>

(c) 2020 by Ingenium Consulting Group, Inc.
## Telehealth Supports Healthcare’s Strategic Objectives

<table>
<thead>
<tr>
<th>Service</th>
<th>Quality</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Convenience</td>
<td>Timelier Access</td>
<td>Attract &amp; Retain Talent</td>
</tr>
<tr>
<td>“One-stop shopping”</td>
<td>Improved Care Transitions</td>
<td>Practice on Top of License</td>
</tr>
<tr>
<td>Additional Service Lines</td>
<td>Improved Continuity of Care</td>
<td>Work Schedule Flexibility</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>Growth</td>
<td>Community</td>
</tr>
<tr>
<td>Increased Revenue</td>
<td>Expanded Geographic Reach</td>
<td>Reduced Travel</td>
</tr>
<tr>
<td>Reduced Cost (e.g., ReAdx)</td>
<td>Competitive Advantage</td>
<td>Chronic Dx Management</td>
</tr>
<tr>
<td>Reduced Penalties</td>
<td>Increased Pt. Retention</td>
<td>Health Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mapping Metrics to Strategic Objectives

For Example

• **Growth: Increasing Patient Retention**
  ▪ Repeat visits. Patient Satisfaction. NPS.
  ▪ Ask: Do you plan on continuing to receive care?

• **Attract & Retain Talent**
  ▪ Physician & Staff Satisfaction
  ▪ (Make Telehealth as smooth & fun as possible)

• **Restore Pre-Covid-19 revenue**
  ▪ Reduce non E&M telehealth visits
  ▪ Reduce telephonic telehealth visits
Telehealth is a Clinical Tool

“Telehealth is not a specialty. 
Telehealth is a tool.”
— Joe McMenamin, MD, JD
Principal, McMenamin Law Offices

“Telehealth is not a Technical Tool. 
Telehealth is a Clinical Tool.”
— Joe Tracy, MS
VP Connected Care, Lehigh Valley Health

(c) 2020 by Ingenium Consulting Group, Inc.
In Summary... 

Know **WHY** to measure 
Know **WHAT** to measure 
Know **HOW** to measure 
Know **WHERE** to measure 
Know **WHEN** to measure 
Know **WHO** measures
Measuring Telehealth Success
Free White Paper

Send me an email to request your free copy!
Wrap Up & Bonus
Key Takeaways
Measuring Success

Measure Success through
Input, Output, Quality & Outcomes Measures

All Measures need
Definition, Ownership, Expectations, ACTIONS

The Top 5 Telehealth Measures are
Satisfaction & Technology Performance
Volume with Modality
Reimbursement
Dramatically Improve The Value of your Telehealth Services

Success Accelerator A: Decide Who’s In Charge

Success Accelerator B: Know Where You are Going

(c) 2020 by Ingenium Consulting Group, Inc.
Success Accelerator A: Decide who’s in charge

A Telehealth Program must have DESIGNATED

Clinical Leadership
Operational Leadership
Technical Leadership
Executive Leadership

(c) 2020 by Ingenium Consulting Group, Inc.
Success Accelerator B: Know Where are you Going

**Define:** What is important; Set Goals

**Measure:** Collect Data (e.g., Surveys)

**Analyze:** Against Goals; Trends,

**Improve:** Fix challenges, problems

**Control:** Change the system; prevent

<table>
<thead>
<tr>
<th>Your Teledmedicine Experience?</th>
<th>strongly disagree</th>
<th>disagree</th>
<th>neutral</th>
<th>agree</th>
<th>strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I knew what to expect during my teledmedicine visit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I felt my privacy was respected during my teledmedicine visit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I could clearly hear the provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I could clearly see the provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was comfortable discussing my issues/concerns with the provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had an overall excellent experience with teledmedicine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would use teledmedicine again</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(c) 2020 by Ingenium Consulting Group, Inc.
1. Attending this webinar was a valuable use of my time.

2. What I plan to implement at my organization:

3. Would a complimentary 30-minute conversation with Christian be of interest to you?