Hybrid Care Delivery: The Best of Both Worlds

Christian Milaster
Founder & President
Ingenium Digital Health Advisors
1. What type of organization do you represent?

2. In your organization, what are the biggest obstacles to Hybrid Care? (select all that apply)
About Christian

33 years

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From Remote Care to Hybrid Care

- Telehealth Defined
- Hybrid Care Goals & Definition
- Why Hybrid Care?
- Implementing Hybrid Care
- Q&A
- Wrapup & Bonus

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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

Telehealth

- Tele Education
- Telemedicine
  - Remote Care
    - Interactive Patient Care
    - Remote Patient Monitoring
    - Store and Forward

mHealth

Ingenium Healthcare Advisors

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The Quadruple Aim of Telehealth

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

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Serving the Modern Healthcare Consumer

- Convenience
- Value
- Quality
- Confidence
- Safety!
Hybrid Care Delivery

The Best of Both Worlds
Hybrid Care Goal

Patient Care Goal 2020

Safely Operating at 100% Capacity.

Getting Care to Patients:
When they Need it.
Where they Want it.
How they Want it.
Hybrid Care in 2020

Offering Patients In-Person and Virtual Care Visits to keep Patients, Clinicians and Staff Safe by using Virtual Care Visits to reduce the number of in-person visits to ensure adherence to physical distancing guidelines

Goal: Operating at 100+% Capacity
Why Hybrid Care?

- Safety
- Cost
- Flexibility
- Patient Needs
- Viability of Virtual Care

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Why Hybrid Care?

SAFETY

• Ensure Physical Distancing
  ▪ Reduce In-Person Care Visit Volume (50-60% of usual capacity)

• Minimize Exposure / Waiting Room Time
Why Hybrid Care?

COST

• Cost of PPE – masks, shields, gowns, gloves
• Cost of Intermittent Cleaning
• Cost of Staff for Intake Screening

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Why Hybrid Care?

FLEXIBILITY

For Clinicians
- Ability to Work from Home
- Different Work Shifts (morning, evenings, weekends)
- Opportunity to avoid Telemedicine all together

For Patients
- Choice of Confidence and Convenience ("Technophobia" vs. "Coronaphobia")
Why Hybrid Care?

PATIENT NEEDS

- Many Patients are avoiding “going to the doctor”
- Many patients love the convenience of Virtual Care
- Getting care virtually while Covid-19 positive
- But: Some patients don't have the technology, connectivity, or trust in virtual care.
- And: Not all conditions can be diagnosed virtually.
Why Hybrid Care?

VIABILITY OF VIRTUAL CARE

• Telemedicine Works! Proven, Reliable, Secure.
• Patients Love It!
• Many physicians in many organizations are having great experiences.
• Care Quality vs. In Person Care
  ▪ in most cases is deemed equivalent
  ▪ in some cases is deemed better
  ▪ in rare cases is deemed insufficient

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Why Hybrid Care?

- Safety
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Implementing Hybrid Care

Optimize In Person Care

Optimize Virtual Care

Implement Hybrid Care

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Implementing Hybrid Care

Optimize In Person Care

- Workflows: Screening, Intake, Visit, Discharge
- Optimize for minimal interactions: patient to staff, patient to patient
  - Map Out Patient Movement
- Standard Operating Procedures for PPE Use, Cleaning
Implementing Hybrid Care

Optimize Virtual Care

6 Hallmarks for Telehealth Success

1. New Clinical Service Mindset
2. Workflow drives Technology
3. Physician & Staff Training
4. Pre-Visit Telemedicine TechCheck
5. Metrics driving Quality
6. Internal Pre-Authorization

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Implementing Hybrid Care

- Scheduling Models
- Work Locations
Implementing Hybrid Care: Scheduling

**Swiss Cheese Model:**
Telehealth Visits interspersed with In-Person Visits

**Block Cheese Model:**
Schedule Telehealth Visits in multi-hour blocks
Implementing Hybrid Care: Scheduling

Buffer Times between In-Person Visits for personal hygiene/PPE changes

Minimize Virtual Wait Times patients have no patience for waiting “on camera” longer than 5 minutes
Implementing Hybrid Care: Work Location

Allow & Encourage Clinicians and Staff to Work From Home

Part Time Remote Work (1-3 days or half days a week)

Full Time Remote Work for staff at higher risk

Provide Technical & Emotional Support (combat frustration & isolation)

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Implementing Hybrid Care: Work Location

Convert Some Exam Rooms into Telehealth Rooms

Telehealth Room for Clinicians

Telehealth Room for Patients
Implementing Hybrid Care: Key Factors

Hybrid Care is a Workflow Challenge
map workflows, design new workflows, document workflows, measure workflows

Training & Support
workflows, technology scheduling, communication

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# Implementing Hybrid Care: Managing Change

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- **CHANGE!**
- Confusion
- Resistance
- Reluctance
- Frustration
- Backsliding
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Send me an email to request your free copy of our Telehealth Project Health Checkup!
Wrap Up & Bonus

One of Two Things that will Dramatically Improve The Value you are getting out of Telehealth.
Key Takeaways

Telehealth

Telehealth is **Delivering Care at a Distance**

Telehealth is a **New Clinical Service Offering**

Telehealth requires **New Workflows & New Policies**

Training & Support • Marketing & Publicity

Designated Leadership & Change Management
Key Takeaways: Hybrid Care

Hybrid Care is
Delivering Care at a Distance and In Person

Hybrid Care is
The New Way to Deliver Clinical Care

Hybrid Care requires
Coordination, Communication
New Paradigms: Work Location & Schedule
Designated Leadership & Change Management

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Dramatically Improve The Value of your Telehealth Services

Success Accelerator A: Decide Who’s In Charge

Success Accelerator B: Know Where You are Going

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Success Accelerator A:
Decide who’s in charge

Clinical Leadership
Operational Leadership
Technical Leadership
Executive Leadership
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
Thank You!

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Thank You!

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1. Attending this webinar was a valuable use of my time.
2. I will apply something I heard on today's webinar to my work.
3. Would a complimentary 30-minute consulting session with Christian be of value to you?
Thank You!

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Addendum: Optimizing Telehealth

Launch, Measure, Improve, Repeat
Start with the End in Mind

What does Successful Telehealth Look Like?

- Satisfied Patients
- Satisfied Clinicians
- Satisfied Staff
- Pre-Covid Volume
- 100% Reimbursement
- Excellent Clinical Quality

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6 Critical Hallmarks for TH Success

1. New Clinical Service Mindset
2. Workflow drives Technology
3. Physician & Staff Training
4. Pre-Visit Telemedicine TechCheck
5. Metrics driving Quality
6. Internal Pre-Auth

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New Clinical Service

- Select Clinical Leadership
- Designate Operational Leader (Telehealth Director/Manager)
- Engage the Whole Team
- Define Workflows, Policies, Marketing, Training, Support, Change Management

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Don't put the horse behind the cart

First, design your clinical, operational, and financial workflows

Then select the technology that best fits your needs
Physician & Staff Training

☒ Design Training for Everyone
  • Schedulers, PSRs, Front Desk
  • Physicians, Clinicians, Allied Health
  • Billing Staff

☒ Create “Cheat Sheets”

☒ Create brief videos
Pre-Visit TechCheck

☑ Evaluate the video-readiness for every new patient!
☑ Designate tech-savvy staff with great customer service skillset
☑ Train & Support!
☑ Build self-service page for patients
☑ Track success and audit process

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Metrics driving Quality

✔ Quantitative Data Collection is Crucial
  ▪ surveys of patient, provider, staff
  ▪ best way to engage clinicians

✔ Define goals and predefine actions

✔ Act on the data

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Current Reimbursement is available for almost all or many telehealth services. But Reimbursement Regulations will change.

- Establish centralized authority to stay abreast of legislation
- Implement preemptive pre-authorization for any scheduled telehealth visit NOW.
Success in Telehealth

1. New Clinical Service Mindset
2. Workflow drives Technology
3. Physician & Staff Training
4. Pre-Visit Telemedicine TechCheck
5. Metrics driving Quality
6. Internal Pre-Authorization

Satisfied Patients
Satisfied Clinicians
Satisfied Staff
Pre-Covid Volume
100% Reimbursement
Excellent Clinical Quality