Strengthening Your Telehealth Strategy

Thursday, January 28, 2021

11:00-12:00
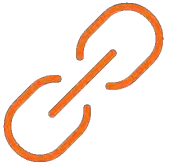
Resilient Primary Care Webinar - **Meeting recording**

PBGH **California Quality Collaborative**

Resources Shared
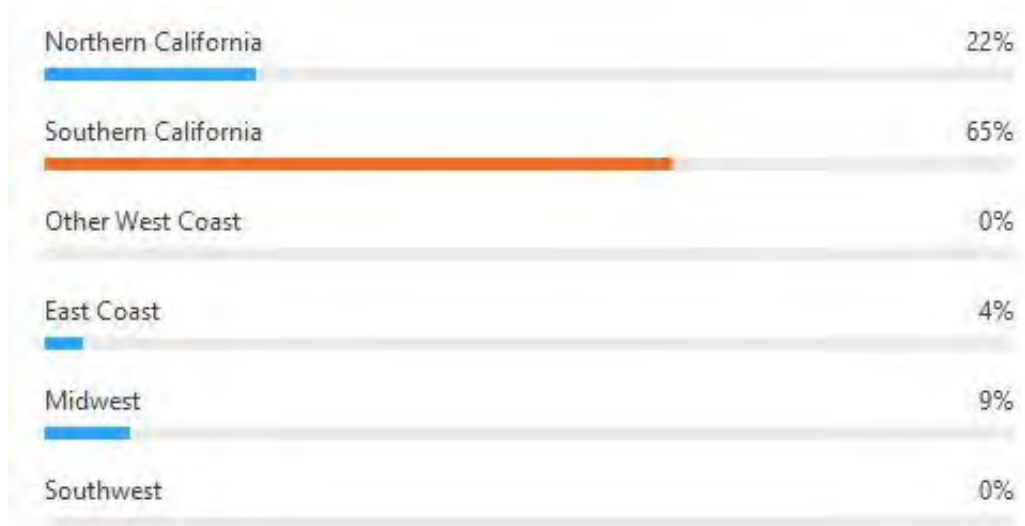
- Webinar: Engaging Patients in Virtual Care - presentation & video (CQC, May 2020)

- Webinar: Caring for Patients Virtually: Lessons from a Successful Primary Care Practice – recording (CQC, April 2020)

- Telehealth webinar series (California Medical Association, CMA)

    - Upcoming CMA webinar – Engaging Patients in Telehealth, 2/4/21, 12:15-1:15

    - Recorded CMA Webinar – Telehealth 2021 Overview (1/14/21)

- Analysis of Private Payer Telehealth Coverage During the COVID-19 Pandemic report (Center for Connected Health Policy, January 2021)

- Telemedicine for Equity Toolkit (UCSF Center for Vulnerable Populations and Center for Care Innovations)

- California Telehealth Resource Center – training and education on telehealth

- Center for Medicare and Medicaid Services (CMS)

    - CY2021 PFS Final Rule (page 84536, calling out services defined by Medicare)

    - Information on Medicare codes for telehealth

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Poll: Who's in the (virtual) room?

From where are you dialing?

Northern California	22%
Southern California	65%
Other West Coast	0%
East Coast	4%
Midwest	9%
Southwest	0%

What type of organization do you represent?

Provider/Practice	17%
Health Plan	9%
IPA/Medical Group	39%
FQHC	0%
Purchaser	0%
Government Agency	0%
Technical Assistance Org	13%
Other [chat in]	22%

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About CQC

California Quality Collaborative (CQC) is a health care improvement program of the Purchaser Business Group on Health (PBGH) dedicated to advancing the quality and efficiency of the health care delivery system in California.

- Generates scalable and measurable improvement in the care delivery system important to patients, purchasers, providers, and health plans.
- Governed by a multi-stakeholder committee and is administered by PBGH.

**PB GH Purchaser Business Group on Health**

Visit CQC's site for additional information and resources **pbgh.org/program/california-quality-collaborative/**

Visit PBGH's homepage for additional information and resources **pbgh.org**

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Chat in

In 5 words or less, what is your **biggest roadblock** with integrating a strategy for telehealth **(other than reimbursement)**?
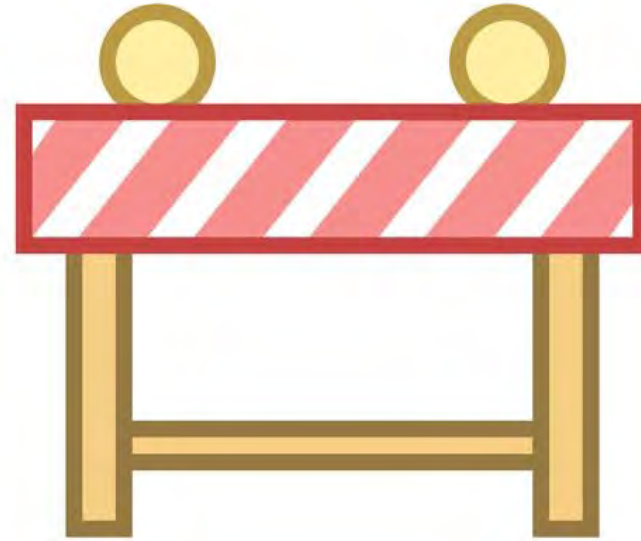
Attendees shared:
- Provider acceptance
- Patient engagement/acceptance
- Integrating a TEAM approach to care

Webinar Objectives

By the end of this webinar, we will have:

- Reviewed a framework to plan strategically around telehealth/virtual care

- Heard examples from provider organizations' learnings and successes

- Assessed how telehealth integrates into organizational priorities

- Shared your organization's challenges and progress

CQC's "Resilient Primary Care" webinar series supports high quality, patient-centered primary care through the impacts of COVID-19 and beyond

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Today's Speakers

Kristina Mody
Senior Manager, Care Redesign
California Quality Collaborative /
Purchaser Business Group on Health

David Ford
Vice-President,
Health Information Technology
California Medical Association

cmadocs.org/telehealth-webinars

About "Telehealth Strategy …"

- Telehealth is a tool,
  not a standalone strategy

- Should be incorporated into
  overall strategic plan

- **Today's opportunity**: increase
  patient & provider adoption for
  longer-term future to offer routine
  in-person and telehealth options

Where would you go next?

Where are you?	You may…
New to telehealth (1 year or less, pilot project status)	Evaluate what is working and what isn't
	Revisit plans based on experience
Moderate telehealth experience	Review additional aspects to strengthen long-term operations
Extensive telehealth experience	Identify successful practices and begin to spread across organization

Strategic Framework – Org Level

Organizational goals & vision	• Is our telehealth strategy embedded in our organizational strategy? • How will telehealth impact our organization's strategic priorities? • How can the current, unique environment catalyze our progress toward full integration of virtual care options?
Aligned payments and incentives	• What do we know about the payment and incentive structure for telehealth now and in the future? • How can we anticipate the impact of telehealth visits to overall access and capacity?
Right-sized technology	• How well do our telehealth technologies work for us, our provider network, & our patients? Do we need to consider a switch? • Which of our current systems support integration with telehealth? Does your EHR have a platform? Which do not? • What is our plan to address interoperability issues?
Empowered & engaged patients	• Do we understand patient needs and preferences around virtual care, including differences by population segment? • What is our plan to educate and engage patients and monitor their experience and satisfaction?
Targeted implementation	• Which clinical use cases are highest impact for us? Where will we start implementation and/or accelerate current efforts? • In which specialties and/or sub-specialties do we need to build capacity for telehealth services?
Optimized training & workflows	• How will we support efficient and effective clinician and care team training? • Where do we need to balance uniformity versus flexibility? • What is our plan for updating and rolling out workflows?
Tracking performance	• What is our plan to monitor and track performance? Can we define what success looks like? • How are we aligning measurement with other quality improvement initiatives?

2021 Considerations

- COVID 19: end of PHE

- Policy & regulatory updates

  - Federal: Medicare rules, end of OCR Notice of Enforcement Discretion

  - CA: AB 744 implementation; tracking AB 32; broadband access

- Payer changes

  - Future of Audio-only (telephone)

  - Copayments

- Identifying access and capacity

  - Deciding who goes telehealth / in person

Additional resource: CMA Webinar – Telehealth 2021 Overview (1/14/21)

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Special Consideration

- Federally Qualified Health Centers

  - Likely federal legislation about Medicare originating site rules impacting ability to provide telehealth post PHE

  - Interplay of telehealth with Prospective Payment System

- Capitated providers

  - Sorting out how payment parity applies

    - All Plan Letters guidance from spring 2020

  - Other impact: quality scores, utilization, access

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Where to start?

Organizational goals & vision

- Is our telehealth strategy embedded in our organizational strategy?
- How will telehealth impact our organization's strategic priorities?
- How can the current, unique environment catalyze our progress toward full integration of virtual care options?

Aligned payments and incentive

- What do we know about the payment and incentive structure for telehealth now and in the future?
- How can we anticipate the impact of telehealth visits to overall access and capacity?

Action Steps

❑ Identify how virtual care can help you meet your goals

❑ Review organization strategy, make updates as needed

❑ Engage leaders (and identify champion)

❑ Apply lessons learned from PHE

❑ Understand current state with payers (especially today)

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Identifying Solutions
Chat & share

Empowered & engaged patients	• Do we understand patient needs and preferences around virtual care, including differences by population segment? • What is our plan to educate and engage patients and monitor their experience and satisfaction?

Chat in or open phone line….

- What have you tried to empower and engage patients to be comfortable with telehealth?

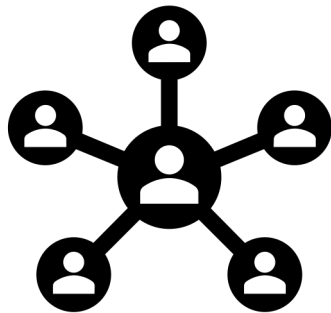- How are you supporting and training staff to increase patient engagement?

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Enterprise or Site Based?
Considerations

Enterprise ←————————————————————————→ **Site Based**
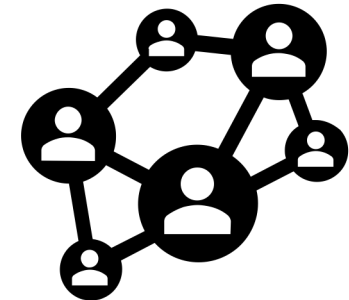
Enterprise
- Single telehealth platform
- IT support hub
- Identical workflows

Site Based
- Multiple telehealth platforms
- Local IT support
- Customized workflows

Additional questions
- Are all sites on all same EHR?
- What technology works better with different populations?
- Are there local broadband issues?

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Case Study

- **Background:** Medical group in Southern California, 200 physicians

- **Telehealth:** Very little telehealth pre-pandemic, today doing 40-50% of care over video & phone

- **Scenario:** leadership team in midst of determining how to integrate telehealth into existing long-term strategy for chronic condition management

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Identifying Solutions
Chat & share

Optimized training & workflows	• How will we support efficient and effective clinician and care team training? • Where do we need to balance uniformity versus flexibility? • What is our plan for updating and rolling out workflows?

Chat in or open phone line….

- Where should this organization go next?

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Q & A

1. What are other healthcare delivery organizations doing to increase telehealth visits as percentage of their overall visits?

2. How can we successfully get those providers who are hesitant to participate in telehealth?

3. How are providers sharing data to evaluate the cost and improved care outcomes from telehealth?

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Takeaways

1. Telehealth strategy is one part of your ongoing organization strategic planning

2. Building telehealth strategy is bigger than the visit alone (scheduling, workflow, billing, follow up)

3. Telehealth isn't one-size fits all

4. *What's yours? Add into chat….*

Attendees shared:
- Telehealth is a tool not a strategy
- Pre-visit technology check can help engage patients to be comfortable with telehealth

Thank you!
Stay Connected to CQC

For questions, feedback, or to receive our newsletter, email us **cqcinfo@pbgh.org**

Register for upcoming CMA webinar

- Engaging Patients in Telehealth
- 2/4/21, 12:15-1:15
- **https://www.cmadocs.org/event-info/sessionaltcd/CMA21_0204_TELE/t**