Your Telehealth Business Plan

DON’T LEAVE YOUR CLINIC WITHOUT IT

Christian Milaster, President, Chief Advisor
INTEGRATED TELEHEALTH
Telehealth is Integrated

No Ivory Tower

Tight Integration

Traditional Care Delivery

Care Delivery via Telehealth
Hallmarks of Integrated Telehealth

- Department-Owned
- Department-Controlled
- System-Integrated
- Central Support for operations, technology, marketing, etc.
- Accountability to Leadership

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TELEHEALTH
BUSINESS
PLANS
In preparing for battle
I have always found that
plans are useless,
but planning is indispensable.

-- Dwight D. Eisenhower
Value of an Effective Telehealth Business Plan

#1 Energizes Change
#2 Ensures Strategic Alignment
#3 Provides Focus
#4 Minimizes Unknown Unknowns
#5 Enables Sustainability
#6 Charts the Course
#1 Energize Change

Direct the Rider

Motivate the Elephant

Shape the Path
Establishing Telehealth Services requires Organizational Change Management

- Changing the way we deliver care.
- Using new technology to deliver care.
- More rigorous workflows needed to synch.
- A multitude of staff affected.
The Elephant, The Rider, The Path
„Switch“ - Chip & Dan Heath

https://www.youtube.com/watch?v=X9KP8uiGZTs
Creating Successful Change

- Provide **Clarity**
  - show successes, give direction, set goals

- Reduce **Exhaustion**
  - answer: why?, small changes, support, training

- Make it a **System** Problem
  - high usability, create habits, share successes
#2 Strategic Alignment

Leverage Telehealth for Organizational Success
Telehealth Enables Organizational Success

**Organizational Strategy**

- Vision
  - Strategic Objectives
  - Initiatives

**Telehealth Strategy**

- TH Vision
  - Strategic Objectives
  - Initiatives

Vision supports 1 or more TH Vision initiatives.
## Sample Strategic Alignment

### Grow Volumes
- **Incr. Market Share**
- **Incr. PCP capacity**
- **Partner with Employers**

### Improve Patient Satisfaction
- **Customize patient experience**
- **Engage Patients**

### Telemed Initiatives
- **Asynchronous eVisits for PCPs**
- **Telemedicine consults at work sites**

### Goal #3
- **Objective #1**
- **Objective #2**
- **Objective #3**

- **Initiative #1**
- **Initiative #2**
- **Initiative #3**
How Telehealth enables Organizational Success

- Increase regional presence – create feeders
- Increase competitive advantage
- Improve utilization of specialties X, Y, Z
- Financial viability of new payment models
- Eliminate readmission penalties
- Triple Aim: quality, satisfaction, access, cost
- Meet expectations of the modern patient
- Attract talent, train workforce for future
#3 FOCUS

ENDLESS OPPORTUNITIES, LIMITED RESOURCES
IDENTIFYING PRIORITIES
**Telehealth Defined**

- **Telehealth:** Delivering Healthcare at a Distance
  - Patient Education
  - Patient Portal

- **Telemedicine:** Practicing Medicine at a Distance
  - Remote Monitoring
  - Interactive Telemedicine (video, text, phone)
  - Store & Forward
Telehealth

Telemedicine

- internet-based health education
  - Examples:
    - diabetes education
    - weight loss education

- Personal Health Record, Health Information Exchange
  - Examples:
    - patient portal
    - school portal

Interactive
- domestic
  - Examples:
    - psychiatric televisits
    - sub-specialty consults
    - ER triage

- clinical

- surgical

Remote Monitoring
- periodic
  - Examples:
    - Medical Home
    - Home Blood Pressure, Glucose, Weight

- continuous

Store & Forward
- consultative
  - Examples:
    - radiology
  - evaluative
  - sub-specialty consults (asynchronous)
### 55k Telehealth Opportunities

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<tr>
<th>Timing</th>
<th>Provider</th>
<th>Recipient</th>
<th>Care</th>
<th>Specialty</th>
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<td>MA</td>
<td>Follow-up</td>
<td>Cardiology</td>
<td>Nursing Home</td>
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- 55,000+
Telehealth Benefits

**Improved**
- Access
- Pt. Engagement
- Communication
- Care Coordination
- Continuity of Care
- Patient Satisfaction
- Health Outcomes

**Lower/Fewer**
- Transportation Cost
- Cost of Care
- Readmissions
- Admissions
- ER Visits
Telehealth Biz Plan Provides Focus: Prioritize & Simplify

- Telehealth Strategy Drivers:
  - Institutional Strategy
  - Consumer Demands
  - Competitive Advantage

- Leverage...
  - Early adopters, champions
  - Simplicity: “What’s the simplest thing, that could possible work?”
  - Quick Hits: Biggest Bang with lowest resistance.

- Measure...
  - Impact against institutional strategic goals
  - Progress against telehealth business plan
#4 MINIMIZE UNKNOWN UNKNOWNS

MITIGATE RISKS
SYSTEMATIC FEEDBACK
Biggest Risk: Not knowing what you don’t know

<table>
<thead>
<tr>
<th>KNOWN</th>
<th>UNKNOWN</th>
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<tbody>
<tr>
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<td>Known Knowns</td>
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<tr>
<td>UNKNOWN</td>
<td>Unknown Knowns</td>
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Discovering Unknowns

- Cross-Disciplinary Involvement is key
  - Involve as many people as possible in the planning process (e.g., roadshows)
  - Systematically collect feedback
- Identify roadblocks
  - Define strategies to overcome them
- Assess readiness for telemedicine
#5 ENSURE SUSTAINABILITY
Ensuring Sustainability

- Maintain a Change Management Mindset
  - lack of adoption will derail telehealth
  - failures will increase resistance
- Think through the operational implications
  - how to meet new demand;
  - how to train users; how to provide support;
  - how to track and use metrics;
- Evaluate the financial implications
  - Build financial model
- Secure continued, visible executive support
#6 CHART
THE COURSE
GUIDE THE TEAM
SHOW A ROADMAP
Sample Roadmap

Cardiology

Psychiatry

Neurology

Gynecology
Manifest Executive Vision

- Involvement of Executive Leadership early on is key
- Execs decide for which organizational objectives to leverage telehealth
- Hold Telehealth Business Planning Team accountable to senior executive
CONCLUSION

BUSINESS PLAN OUTLINE
BUSINESS PLAN BENEFITS
BUSINESS PLAN DEVELOPMENT
Telehealth Business Plan: Outline

- Telehealth Vision
- Guiding Principles and Values
- Strategic Objectives (align w/ Org’s Strategy)
- Market Assessment (Demand)
- Competitive Landscape Analysis
- Marketing Plan
- Financial Model
- Technology Strategy
- Rollout Strategy (Roadmap, Pilots)
- Operations/Support Strategy
Value of Telehealth Business Planning

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Telehealth Business Plan: Benefits

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Avoid:
resistance to change, rework, duplication of efforts, missed opportunities, dead ends, etc.
Telehealth Business Plan Development

- Driven by Executive (COO/CFO/CMIO)
- Cross-functional Team:
  - physicians, nurses, allied health, finance, IT
- Use experienced, neutral facilitator
- Align w/ overall organizational strategy
- Create strategic telehealth objectives
- Develop change management principles
- Build sustainable financial model
- External and internal marketing
- Start small, expand at sustainable pace
Your Telehealth Business Plan
DON’T LEAVE YOUR CLINIC WITHOUT IT

Please share with your CEO, COO, CFO, CMO, CNO, CMIO
(contact me for PDF)

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