Growing your Telehealth Program
A Technical Approach
Disclosures

• None
Discussion Topics

• Introduction
• Key fundamentals
• Operational considerations
• Technology strategy
• Wrap-up & questions
But first, some assumptions

- A basic understanding of telehealth operations
- Today’s discussion point of view is from an urban hub site
- Advice given is to promote best-practices
- Money is an available but finite resource
OHSU Hospital Stats:
Licensed Beds: 578
2016 Patient Visits: 1,065,800
Employees: 15,642
Students: 3,454
Square Feet of Building Space: 7.8 million
Annual Operating Budget: $2.8 billion
OHSU Technology Stats:
Unique Networked Devices: 98,498
Wireless Access Points: 2,673
Petabytes of Storage: 8
Email Accounts: 26,600
Data Centers: 2
Acute Care & Ambulatory Telemedicine Network

2007 – PICU pilot

2010 – Network with acute care focus
• PICU
• Stroke
• NICU
• Genetics

Since – Ambulatory care
Multiple service lines
OHSU Telehealth Across the Care Continuum

- Ambulatory Care
- Emergent/Urgent Care
- Transitional Care
- In Hospital Care
- Remote Monitoring

The Patient
Key Fundamentals

• Be mindful of existing workflows
• Design for simple replication
• Keep tools easy to scale
Existing Workflow Integration

• Typically they have precedent
• They make or break growth
• Key to non-champion buy in
• Need to demonstrate value
• Can lead to institutional barriers and speedbumps
• Overly complicated integration can lead to HIPAA violations
• 20-60-20 Rule
Simple Replication Techniques

• Define program’s reach and boundaries

• Use pre-defined processes/workflows

• Use standardized tools and technology

• Know the reimbursement model

• Work in consistent EHRs when possible

• Define the support plan
Ensuring Scalability

• Workflow automation

• Define scope and service

• Make sure infrastructure can grow with demand

• Design services to be modular

• Standardize the user experience
Operational Considerations

• Current evolution of telehealth
• Telehealth’s position in the strategic plan
• Service line demand and impact
Current Evolution of Telehealth

• Becoming a component of all clinical departments

• Deeper systems integration

• Mirroring user-experience with traditional care models

• Licensing/credentialing barriers trending down but still present and time consuming. (OR SB 569)

• Organizational footprint growth
Telehealth in the Strategic Plan

- Need greater administration backing
- Providing technology and support to existing departments
- Acting as gatekeepers
- Managing expectations
Predicting Demand and Impact

• New deployments have gotten easier but are still complex and time-consuming

• Take a critical look at new proposals

• Time to reevaluate loss-leader projects

• Clinical and financial ROI
Technology Strategy

• The one-app toolbox myth
• Maintaining nimble technology
• RFI/RFP tactics
• Legal, security, and privacy concerns
• Operational outreach
The One-App Toolbox Myth

- Very few groups will benefit
- Interoperability is essential
- Hub vs. spoke equipment variations
- Turn-key vs. integration
Use of Nimble Technology

• Technology should match workflows

• Good vs perfect tools

• Multi-use technology

• Balancing cutting-edge tech with user acceptance

• Increases the range of technical capabilities
RFI/RFP Tactics

- Define the organization’s ideal high-level workflow prior to submittal
- Go beyond the boilerplate
- Drill down on the buzzwords
- Conduct deep dives
- Be mindful of ecosystem restrictions
- Know the licensing, utilization, and growth options
- You want to be a vendor’s #1 customer but not customer #0001: how many of these have they done before?
Legal, Security, and Privacy

- People are cautious of what they do not understand
- Telehealth is disruptive by nature
- Develop an organizational BAA
- Early participation in product evaluation
- Resources to balance risk with user-experience
Operational Outreach

• Advisory board for stakeholders

• Use of metrics for the C-suite

• New business assessment workgroup

• Involvement with design/construction

• The purchasing department is your ally
Closing Thoughts

• Be intra-organizational telehealth evangelists and diplomats
• Target the middle 60%
• Audit workflows for ease of scalability and replication. Adapt where needed
• Chances are that other organizations have been here before. Learn from them.
Questions and Comments
Thank You

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