Building Telehealth Solutions at CHI Franciscan Health

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CHI Franciscan Health
Today...

3
24
481
6,720

Chi Franciscan Health
Agenda

• Changes in healthcare
• Response from CHI and other industry leaders
• CHI Franciscan Health’s Virtual Health Services
• Lessons learned
• What’s ahead
Fundamental and Irreversible Changes are Occurring in Healthcare

- Payment Model Shifts
- Technology and Data
- New Consumer-Centric Entrants
- Consumerism
Leaders of the future need to be able to adapt to a revolution in health care that will continue to emphasize “systemness” — that is, ever-increasing standardization, specialization and centralization... entirely new care systems must be developed to eliminate hundreds of millions of dollars of cost — which means that it is essential to hire and retain executives with the skills needed to lead and oversee such monumental changes."

— Michael Rowan
CHI Strategic Plan
Next Era of Healthy Communities

**STRATEGIC FOCUS**

- Integrated Care Delivery
- Payment for Value
- Clinical & Operational Excellence

**MANAGING THE TRANSITION**

- Maximize Clinical Operations
- Assume Performance Risk
- Manage Population Health
Industry Leader Emerging Solution

Many of Kaiser Permanente's regional systems are already performing greater than 50% of visits virtually—through mobile, or secure messaging, or video.

Delivered by mix of dedicated and non-dedicated care providers.
Industry Leader Emerging Solution
Industry Leader Emerging Solution

Yale New Haven Health

Patient Room

CHI Franciscan Health
Centura Health At Home
Industry Leader Emerging Solution

Consultations and conferencing

Patient engagement and population health

Monitoring

SafeWatch 24/7

ConnectNow

CareMatters

Mercy’s Circles of Care

CHI Franciscan Health
10 Best Practices for Implementing Telemedicine in Hospitals

1. Conduct a market assessment
2. Conduct a self-assessment
3. Align goals with the organization’s mission
4. Develop a timeline for implementation
5. Gain administrative support
6. Identify clinician champions
7. Train providers
8. Start simple
9. Analyze outcomes
10. Integrate services with other systems

– Sabrina Rodak, Becker’s Hospital Review, 2012
## Virtual Health Service Development with Sequencing

<table>
<thead>
<tr>
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<th>2012</th>
<th>2015+</th>
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<tbody>
<tr>
<td><strong>MONITORING</strong></td>
<td>Regional Telemetry</td>
<td>Virtual Companion</td>
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<td>Tele-ICU</td>
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<td>**CONSULTATIONS &amp;</td>
<td>Neurology EEG</td>
<td>Mental Health Psychiatry</td>
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<td>CONFERENCING**</td>
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<td>Franciscan Anytime</td>
<td>Virtual Urgent Care</td>
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<td>&amp; POPULATION HEALTH</td>
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<td>ROI MODELS</td>
<td>↓ Employee ED Visits</td>
<td>↑ Patient Acquisition</td>
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<td>↓ Patient Transfers</td>
<td>↑ Provider Travel</td>
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<td>↓ Provider Travel</td>
<td>↓ Readmissions</td>
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*CHI Franciscan Health*
Monitoring

- Regional Telemetry
- Virtual Companion
- Tele-ICU
- Virtual Care Nursing (Med/Surg)
- Home Monitoring
Regional Telemetry
Background and opportunity

• Opportunity to consolidate and standardize telemetry practices across the system to achieve cost effectiveness and reduce variation

• With the foundational infrastructure in place, Franciscan will be able to build tele-ICU & other remote care services

• Originally projected to reduce 9.45 FTEs
Regional Telemetry
Development Timeline

2012
- Early 2012: Concept proposed

2013
- July 2013: Business plan completed and funding approved
- Early 2013: Research and site visits

2014
- April 2014: Network solution reached
- November 2013: Workflow development initiated
- August 2014: Construction begins; equipment installed and tested
- September 2014: Centralized Monitoring implemented
Space Considerations
Configuration Uniquely Suited to Workflow and Technology
Regional Telemetry

Results

• Reduced from 65 positions to 34

• **Largest** Philips Telemetry Monitoring Center in the nation

• Already over **600,000 patient hours** of safe, consistent monitoring (250-290 patients per day)

• Clinical response times

• Limited downtime

• Staff feedback
Consultations & Conferencing

- Psychiatry (inpatient & ambulatory)
- Mental Health Assessments
- Transfusion Free Medicine
- Neonatology
- Neurology (on hold)
- Post Surgery Rounding (on hold)
- Critical Care (in process)

- Clinical and Case Review Conferences (Tumor boards, CV review boards, IDTs, etc)
Patient Engagement & Population Health

• Franciscan Virtual Urgent Care

• CipherHealth

• Virtual Diabetes Management

• Intensive Chronic Disease Management
Franciscan Virtual Urgent Care
Background, overview, and how it works
Disruptive/Transformational Innovation has Unfolded Sequentially

Franciscan Anytime launched for FHS, FMG and local CHI employees and dependents

2010
Subscription offering is an utter failure

2011

2012
• Launch of after-hours option for existing patients
• Answer FMG clinic phones after-hours for patient care, referring patients to FMG physicians for follow-up

2013
• Development and launch of web portal and regional marketing campaign
• Expansion to 24/7 virtual offering, and additional patient access components

2014
• Expansion of service and marketing campaign
• First insurance plans agree to cover

2015
• Integration of employed providers
• Additional access points
Talk to a doc 24/7.
Put your mind at ease with Franciscan Virtual Urgent Care, right now, by phone or secure video chat from the comfort of your home.

GET STARTED >
New Patients, New Revenue
Virtual urgent care web portal activity in first year of operation

- 120,000 Landing Page Visitors
- ~5,800 Engaged Patients
- 50–70% Commercially Insured Patients
- 76% Patients Previously Without a PCP
- 45% New Patients Who Schedule a Follow-Up Appointment After Virtual Urgent Care
Improving Patient Convenience & Satisfaction

Virtual urgent care patient experience
– 12 minute average provider response time
– 93% positive response for the service offering
– If not for this service...

- 21% of patients would have gone to the ED.
- 52% would have gone to an urgent care center
- 23% would have visited their PCP
- 4% would have done nothing
Lessons Learned
CHI Franciscan Health’s Virtual Health Services

• Culture, relationships, and shared vision
• Regional delivery of care
• Evidence based practice
• Team and infrastructure development
• Incremental and multipronged approach
• Tenacity
What’s Ahead

• Strengthening partnerships
  – Clinical teams
  – Support services

• Strengthening infrastructure
  – People and processes
  – Clinical Operations Center
  – Clinical tools and IT network

• Opportunities
  – Home Health
  – Patient Access
  – Care Coordination
  – Other organizations
CHI Franciscan Clinical Operations Center
CHI Franciscan Clinical Operations Center
Geographic Proximity
Most importantly, board members and health care executives, working together, will need to be able to tackle one of the most important and pressing generative questions of all: “What do we need to know more about as we look to the uncertainties of the future?” That’s the revolutionary question we all need to ponder.

— Michael Rowan
Thank you