



Evaluating Telehealth Services

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Background

Evaluation in Practice

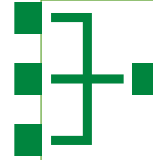
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Telehealth Priority Areas



Digital Divide

- Access
- Broadband
- Equity



Implementation & Operations

- Workflows
- Procedures
- Workforce training



Quality Assurance

- Data collection
- Performance metrics
- Platforms



Data & Reporting

- Taxonomy
- EHR Alignment
- Reporting systems



Policy, Legal, & Licensure

- Regulatory surveillance
- Advocacy efforts
- Reliable resources



Patient Engagement

- Education
- Navigation/TA
- Outreach



Clinical Delivery

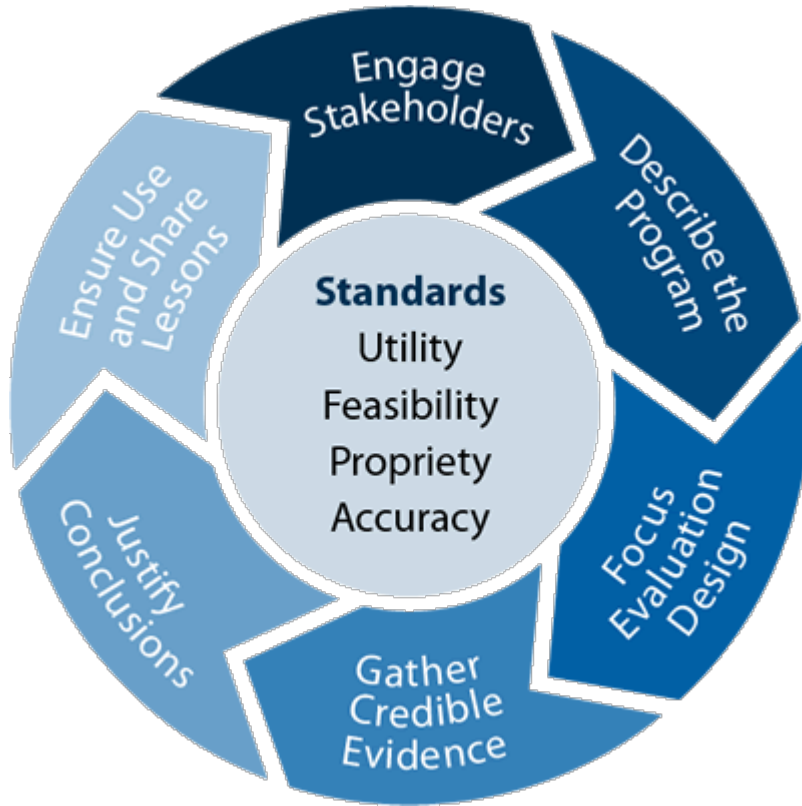
- Clinician-focused services
- CME/CEU, skills/competencies



Financial Models

- Services/payor mix
- Billing, coding, reimbursement implications

Evaluation Framework



Answers the questions

Who

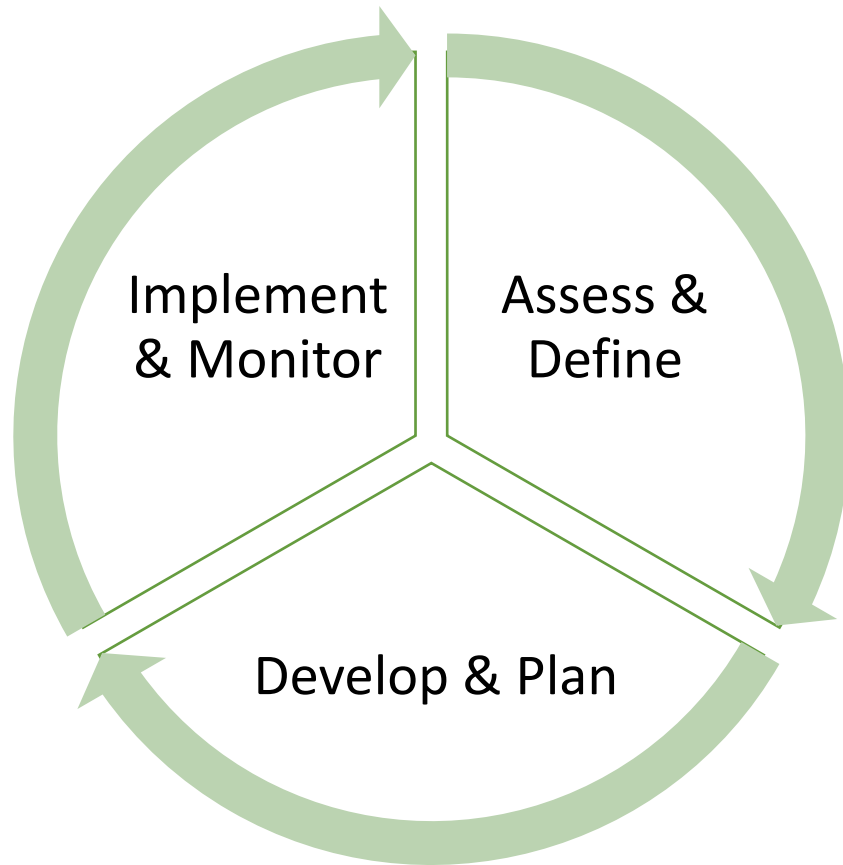
What

When

How

Why

Evaluation in Telehealth



1. Determine service needs and define the program model
2. Create a strategic plan and include evaluation measures*
3. Monitor the program and services throughout the process

Evidence-Based Measures

National Quality Forum

- Not-for-profit, nonpartisan organization that uses a **consensus model of experts across healthcare areas to inform on quality measurement** and improvement.
- Rural Telehealth and Healthcare System **Readiness Measurement Framework** (2021)
- Funded by the Centers for Medicare and Medicaid Services
- Over **40 experts convened** to develop the framework
- Includes five (5) domains:
 1. Access to Care and Technology
 2. Costs, Business Models, and Logistics
 3. Experience
 4. Effectiveness
 5. Equity

National Quality Forum: Measures

- Access to Care and Technology
- Costs, Business Models, and Logistics
- Experience
- Effectiveness
- Equity

National Quality Forum: Access to Care

- Clinical use cases:
 - Primary care
 - Specialty care
 - Existing services and those that can be enhanced with telemedicine appointments
- Geographic distance and travel
- System-wide care coordination

DATA SOURCES:

- ✓ How many encounters submitted and reimbursed in-person/telemedicine appts
- ✓ What services are available in rural areas? Which are not?
- ✓ Retainment
- ✓ How many patients using new services
- ✓ Missed/canceled appointments (reasons)
- ✓ Readmissions

National Quality Forum: Technology

- Capacity for communication
- Broadband issues and modality
- Digital literacy
- System-wide care coordination (interoperable technology)

DATA SOURCES:

- ✓ Broadband maps
- ✓ Patient feedback (technology and equipment)
- ✓ EMR compatibility, add-on components, synchronous/asynchronous options

National Quality Forum: Operations

- Cost to patients, caregivers, and insurers
- System readiness
- Sustainability
- Technology costs, logistics
- Wider financial impacts on the community
- Legal and compliance

DATA SOURCES:

- ✓ Licensure compacts
- ✓ State-level policy, guidelines, and reimbursement allowables
- ✓ Coding (appointment documentation)
- ✓ Quality improvement (PDSA cycles for workflows)

National Quality Forum: Experience

- Patient experience and learning curve for appointment types
- Caregiver experience
- Clinician experience (training, contingency plans)
- Patient choice
- Patient trust of health system and technology
- Satisfaction

DATA SOURCES:

- ✓ Patient travel miles saved (address on file to clinic)
- ✓ Cost per visit
- ✓ Return on investment
- ✓ Added services

National Quality Forum: Effectiveness

- Quality of care and addressing gaps in care that can be met by telemedicine appointments
- Planning
- Time to care
- Specific care needs of rural patients and those in communities underserved by access to care

DATA SOURCES:

- ✓ Time between provider request for consult and consultation
- ✓ Technologies that facilitate clinician's workflow and reduce burnout
- ✓ Extent to which TM appointments are clinically integrated in care setting

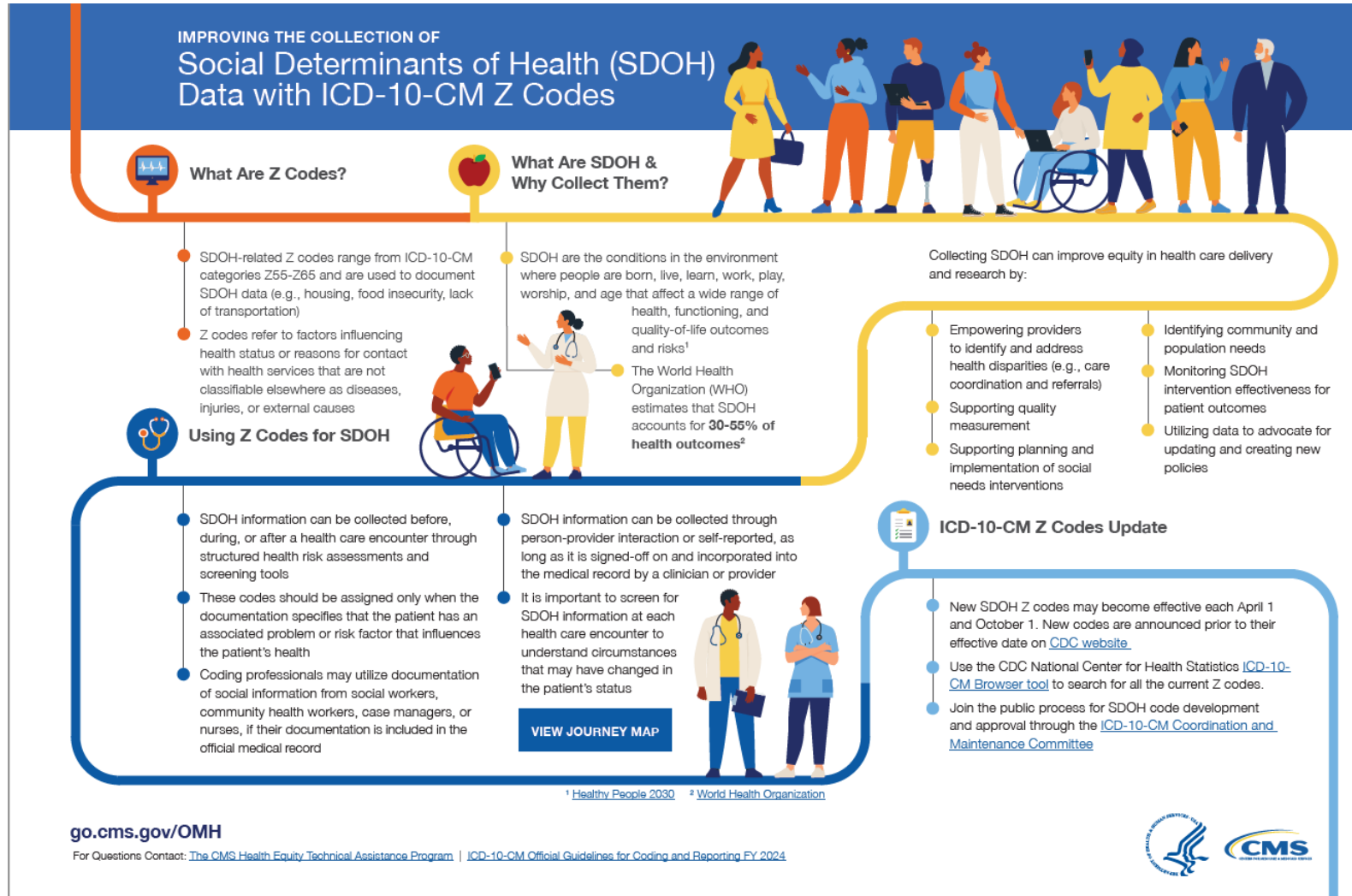
National Quality Forum: Equity

- How quality of care differ by the intersection of factors
- Social determinants of health
- Impact telemedicine and telehealth on addressing inequities

DATA SOURCES:

- ✓ Assessing and addressing provider network and care gaps
- ✓ Updated reimbursements from CMS
- ✓ Monitor improvement vs worsening disparities (i.e. broadband and digital literacy)

CMS: Social Determinants of Health



Evaluation Resources

HTRC Readiness Assessment

Organization & Governance	Current State	Telehealth Strategy	Technology	Billing & Funding	Community Engagement & Consumer Experience	Telehealth Evaluation & Measurement
Operations & Cultural Adoption	Existing Telehealth Landscape	Strategic Plan	Technology Support	Financial Optimization	Access to Care	Performance Outcomes
Key Drivers & Barriers	Telehealth Service Types & Locations	Strategic Opportunities	Technology Assessment	Payment Models & Regulatory Awareness	Feedback & Experience	Reporting
Legal & Compliance	Clinical Programs & Focus	Strategic Alignment	Interoperability & Integration			
	Telehealth Management		Modality & Data Sharing			
	Clinician Services					
	Navigation & Referral					

Readiness Assessment Report: Focus Areas

		Level 1	Level 2	Level 3	Level 4	Level 5
Organization & Governance	Current State	Telehealth Strategy	Technology	Billing & Funding	Community Engagement & Consumer Experience	Telehealth Evaluation & Measurement
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	Telehealth Management		Modality & Data Sharing			
	Clinician Services					
	Navigation & Referral					

Telehealth Readiness Assessment Tool Kit

1. Core Readiness: need and organizational leadership buy-in
2. Financial Considerations
3. Operations: roles, workflows, operations needs, **assessment**, technology, physical space
4. Staff Engagement: education and awareness, innovators and champions
5. Patient Readiness: engagement and literacy

Telehealth Readiness Assessment Tool Kit

Description of Readiness Levels

Low Readiness: $\leq 50\%$ – The practice is in the beginning stages and/or has not considered many of the aspects related to the concept or domain and would benefit from reviewing the associated Supporting Guidance document(s) and taking appropriate action.

Moderate Readiness: $> 50\%$ and $\leq 75\%$ – The practice has considered some aspects related to the concept or domain and should review the associated Supporting Guidance document(s) to identify areas for improvement.

High Readiness: $> 75\%$ – The practice has considered many aspects related to the concept or domain. The Supporting Guidance is available as a resource for areas in which the scoring is lower.

Telehealth Readiness Assessment Tool Kit

Telehealth Readiness Assessment Toolkit

3.3. OPERATIONAL REQUIREMENTS

Consider the operational requirements for telehealth for your practice.

(Please check one box in each row)

- | | No/Unsure | Partially | Fully | Not Applicable |
|--|------------------------------------|-----------|-------|----------------|
| a. Has your practice determined state licensing requirements necessary for each provider type (e.g., physician, nurse, PA) implementing telehealth services? | <input checked="" type="radio"/> 1 | | | |
| b. Has your practice evaluated privacy and confidentiality procedures for telehealth services and how these conform to patient health protection laws (e.g., HIPAA; 42 CFR-Part II)? | <input type="radio"/> 1 | | | |
| c. Has your practice determined potential telehealth malpractice insurance coverage and liability costs? | <input type="radio"/> 1 | | | |
| d. [IF USECASE = 1 OR 2: Has your practice determined whether any additional credentialing processes are needed for providers to provide telehealth services?] | <input type="radio"/> 1 | | | |

Your Score:

3.4. ASSESSMENT APPROACH

Consider how your practice will monitor and assess implementation/outcomes.

(Please check one box in each row)

- | | No/Unsure | Partially | Fully | Not Applicable |
|--|-------------------------|-----------|-------|----------------|
| a. Has your practice considered what the "success factors" for telehealth are such as cost effectiveness, patient/provider satisfaction, improved patient outcomes? | <input type="radio"/> 1 | | | |
| b. Has your practice considered how staff and patients will provide feedback on the telehealth program and how it is working? | <input type="radio"/> 1 | | | |
| c. Does your practice have tools or methods in place for <i>soliciting feedback</i> from providers, staff and patients that could be used or adapted for telehealth? | <input type="radio"/> 1 | | | |
| d. Has your practice considered the need for making improvements to services and administrative procedures based on feedback from providers, staff, and patients? | <input type="radio"/> 1 | | | |

Your Score:

5.2. HEALTH LITERACY

What is your patient population's capacity to obtain, process and understand basic health information needed to make appropriate health decisions?

(Please check one box in each row)

- | | No/Unsure | Somewhat | Definitely | Not Applicable |
|---|-------------------------|-------------------------|-------------------------|-----------------------|
| a. Have you considered your patients' perceived needs and motivations for telehealth to determine how telehealth can best benefit them? | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> |
| b. Have you considered how well your patients comprehend health information and whether telehealth would help or hinder that? | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> |
| c. Have you considered surveying patients to learn what types of telehealth services patients need, how important certain telehealth services are, or how best to implement telehealth? | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> |

Your Score:

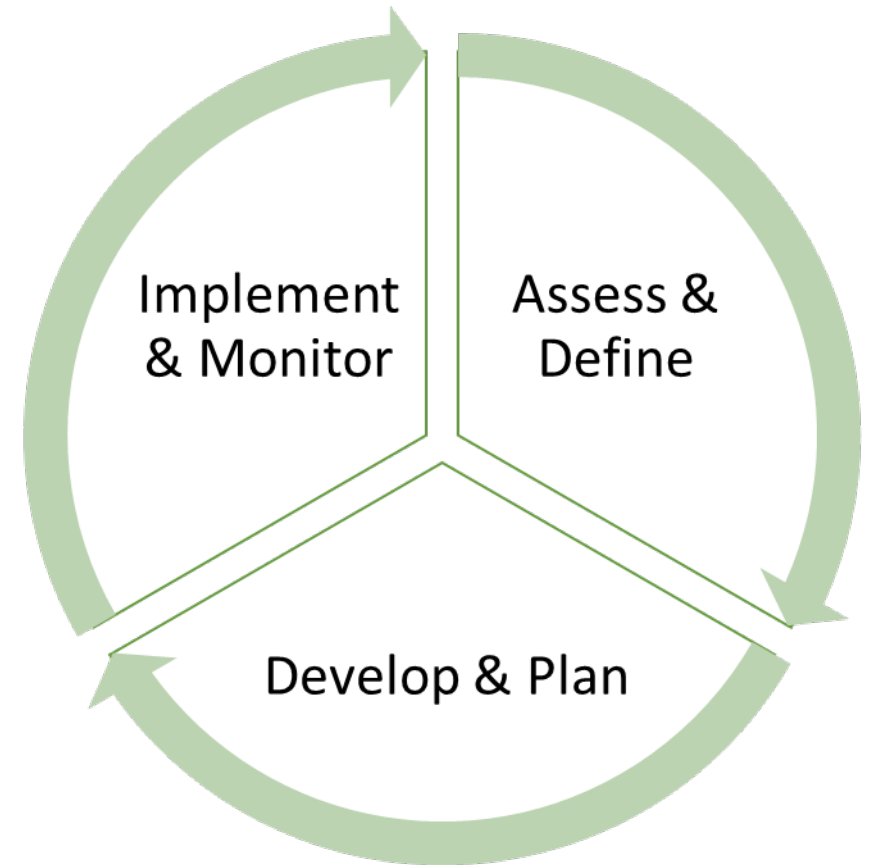
AMA Playbook

- American Medical Association Telehealth Implementation Playbook
 - Part 1: Warm-Up
 - Telehealth Overview
 - Continuity of Care – Licensure – Reimbursement
 - Path to Implementation
 - Part 2: Pre-Game
 - Part 3: Game Time
 - Part 4: Post-Game

AMA Playbook

Key areas supporting evaluation & quality improvement:

- Identifying a need
- Making the case for leadership support (data-driven)
- Preparing the care team
- Partnering with the patient
- Evaluating success
- Scaling current and/or new services



Experience

- Patient and caregiver satisfaction surveys
- Clinician and staff satisfaction and feedback loops
- Reduce costs to patients (reimbursements and fee for service)

APPENDIX J.2: EVALUATING SUCCESS

Clinician Experience Survey



Professional satisfaction is a core piece of the Quadruple Aim and should be an element of how your team evaluates the success of your telehealth program.

APPENDIX J.3: EVALUATING SUCCESS

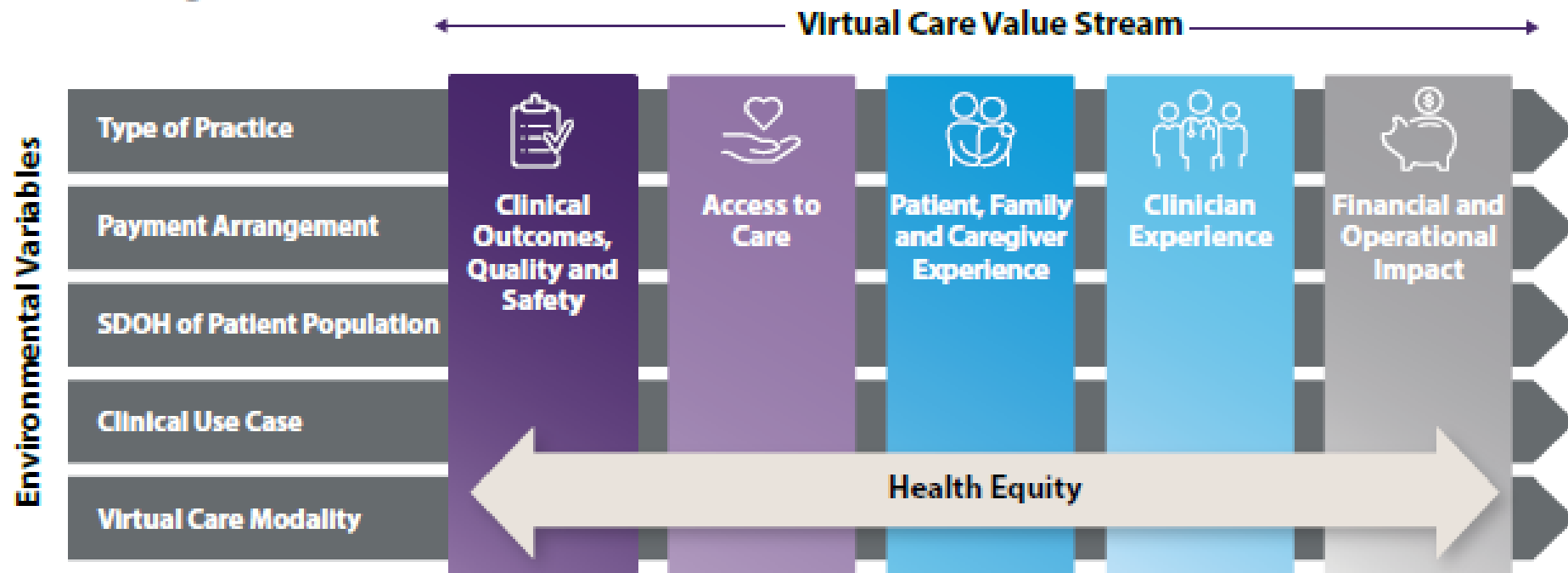
Patient Experience Survey



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American Medical Association. (2022). Telehealth Implementation Playbook. Retrieved from <https://www.ama-assn.org/practice-management/digital/digital-health-implementation-playbook-series>.

Equity



American Medical Association. (2022). Telehealth Implementation Playbook. Retrieved from <https://www.ama-assn.org/practice-management/digital/digital-health-implementation-playbook-series>.

TTAC: Technology

- Finding the right technology
 - Define “right”
 - Risk assessment
- Hardware integration
- Software integration
- Inventory
- Workflow integration
- Workforce training
- End-user experiences
- Keep up with needs, expectations, and advancements

<https://telehealthtechnology.org/toolkit/technology-assessment-101/>



Case Examples

Children's Hospital LA

Goals:

- Reduced wait times
- Decrease absenteeism from school and work
- Reduce no-show rates
- Improve clinician satisfaction

Metrics:

- Virtual visit volume
- Number of clinicians/staff trained and already using
- Number of additional appt opportunities
- Patient/clinician satisfaction
- Shifts in utilization of clinic space (e.g. more “rooms” for in-person visits)
- Opportunity for future programs

White Earth Health Center

Goals:

- Identify areas to build and improve
- Increase access to care
- Decrease burden on clinical staff

Steps:

1. SWOT Analysis
2. Gap Analysis
 1. Staffing Plan
 2. Implementation Plan
3. Ongoing monitoring of TM use

White Earth Health Center

SWOT Analysis.

Strengths	Weaknesses	Opportunities	Threats
Protect the health and safety of staff and patients	Patient and staff comfort with technology	Ability to offer consultative services data	The end of the public health emergency and 1135 waivers that allow IHS to offer this service
Maintain continuity of care	Lack of buy in from staff that will perform telehealth	Alternative clinical scheduling models	Internet connectivity and speed in very rural low income areas
Expand services and remote monitoring services	Reliability of audio video technology used to complete telehealth visits		

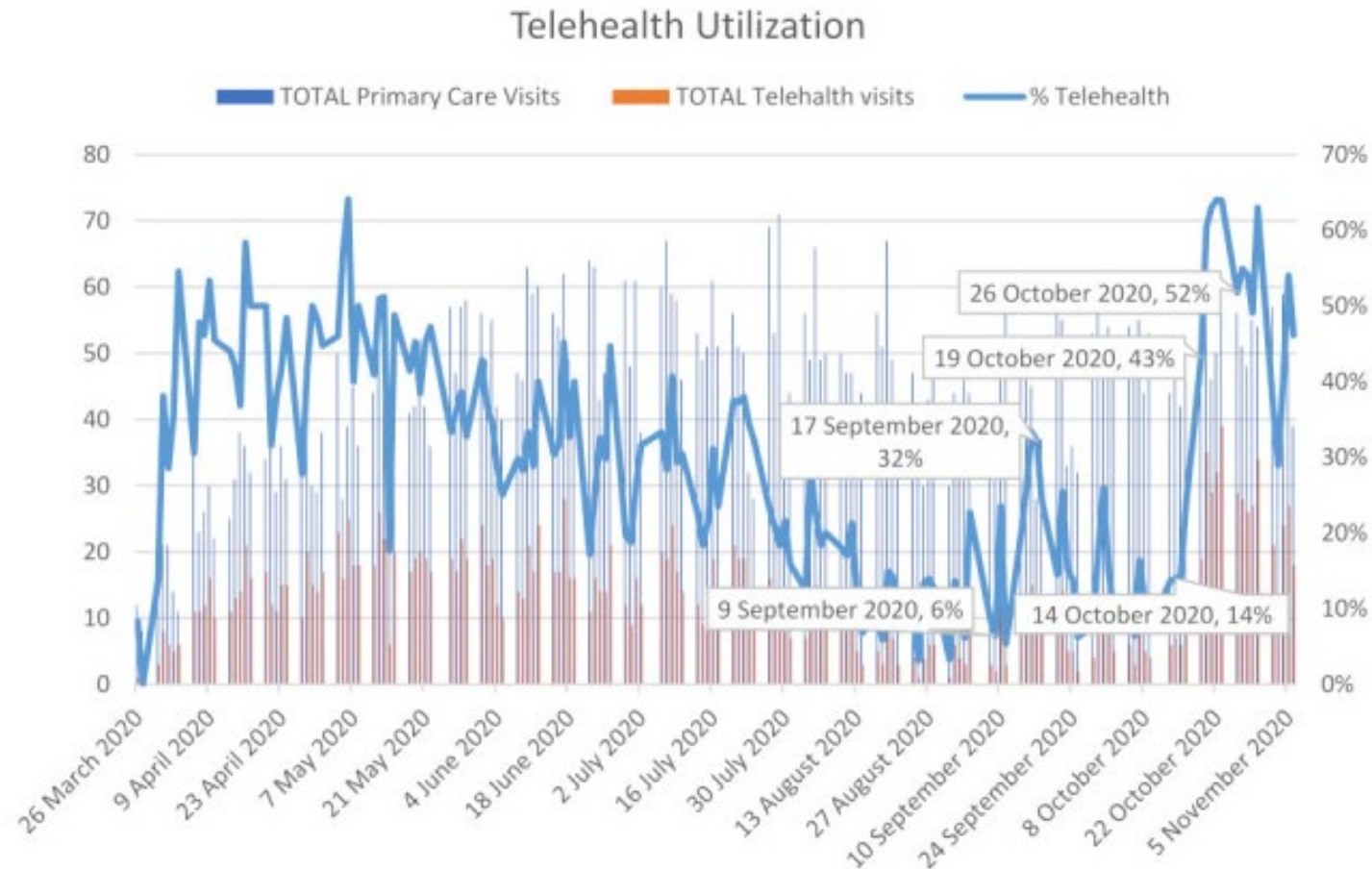
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Gap Analysis.

Goals	Current State	Gap Identification	Efforts to Close the Gap
Provide 25 percent of total primary care visits via Telehealth by 1 November 2020	Little to no telehealth taking place despite establishing a program in March/April	Telehealth services should be used when possible for the safety of patients and staff	Direct staff to convert visits suitable for telehealth to telehealth and implement scheduled telework/telehealth on a weekly rotating basis
Assign 2–4 providers to telework/telehealth on a weekly rotating basis	Providers are not providing telehealth services from home	Telehealth services should be used when possible for the safety of patients and staff	Create a schedule for telework/telehealth on a weekly rotating basis

White Earth Health Center

Figure 3

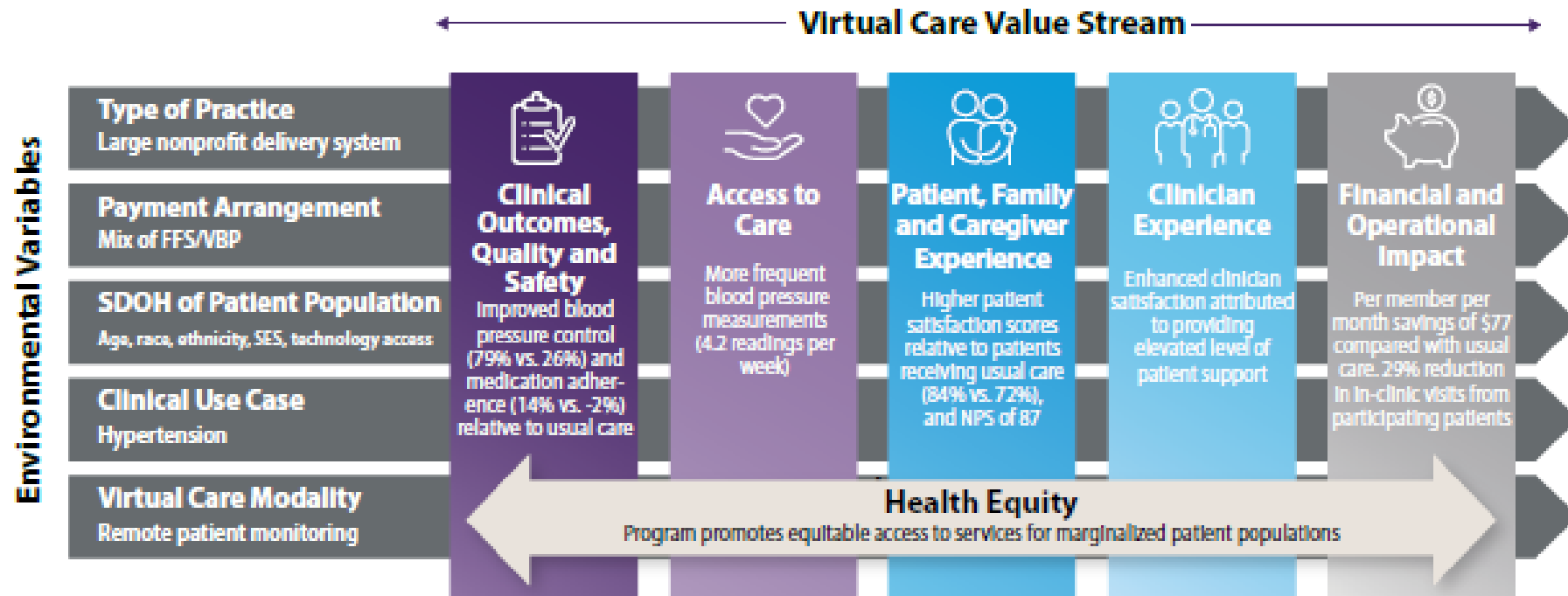




Anderson J, Singh J. A Case Study of Using Telehealth in a Rural Healthcare Facility to Expand Services and Protect the Health and Safety of Patients and Staff. Healthcare (Basel). 2021 Jun 15;9(6):736. doi: 10.3390/healthcare9060736. PMID: 34203888; PMCID: PMC8232733.

Oschner Health

CASE STUDY #2 OSCHNER HEALTH—HYPERTENSION DIGITAL MEDICINE PROGRAM



Discussion

Resources

American Medical Association Telehealth Implementation Playbook:

Download a free copy: <https://www.ama-assn.org/system/files/ama-telehealth-playbook.pdf>

Telehealth Readiness Assessment Took Kit: Access free copy at

<https://mhcctelehealthtool.herokuapp.com/>

TTAC Technology Assessment 101: Access free copy at

<https://telehealthtechnology.org/toolkit/technology-assessment-101-needs-assessment/>

Telehealth Learning Bundle: Review the priority areas at

<https://www.healthcenterinfo.org/telehealth-learning-bundle/>



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Visit our website www.heartlandTRC.org

Email us htrc@kumc.edu

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