Telehealth Business Plan Development and Readiness Assessment

January, 22, 2019, 12-1pm

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Telehealth Learning Lab Webinar Series

Telehealth program design and implementation aligns with behavioral health integration activities, addresses specialty care clinician shortages and concerns identified through the primary care collaborative and transformation work, and provides options for cost savings throughout the delivery system.

All practices and partners are encouraged to join!

Recorded webinars will be posted on https://www.choosehealthde.com/

HMA does not endorse any specific vendors for telehealth (or digital health) platforms or equipment, though we do endorse the idea that telehealth (digital health) is important and impactful in healthcare transformation. For this reason, we do work with a number of companies in the digital health space.

DELAWARE TELEHEALTH LEARNING LAB: Webinar Series

WEDNESDAY, DECEMBER 19
NOON EST

Introduction to Telehealth and Opportunities in the Delaware Market
https://healthmanagement.zoom.us/j/421874303

THURSDAY, JANUARY 10
NOON EST

Digitally Integrated Primary Care and Behavioral Health
https://healthmanagement.zoom.us/j/715946640

WEDNESDAY, JANUARY 16
NOON EST

Additional Technology Enhanced Solutions in Health Care Delivery
https://healthmanagement.zoom.us/j/343202752

FRIDAY, JANUARY 18
NOON EST

Telehealth Reimbursement and Payment Models
https://healthmanagement.zoom.us/j/368434599

TUESDAY, JANUARY 22
NOON EST

Telehealth Business Plan Development and Readiness Assessment
https://healthmanagement.zoom.us/j/368526663

THURSDAY, JANUARY 24
NOON EST

Vendor and Equipment Selection
https://healthmanagement.zoom.us/j/562927139

TUESDAY, JANUARY 29
NOON EST

Use Cases from the Field
https://healthmanagement.zoom.us/j/733628596

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- **Readiness Assessment**
  - Why is it important?
  - Overview of Key Components
- **Business Plan Development**
  - What is it?
  - Options & Tools
- **Q & A**
- **Next Steps**

READINESS ASSESSMENT
TO INFORM PROGRAM DEVELOPMENT

MARY KATE BROUSSEAU, MPH, PCMH CCE

SENIOR CONSULTANT, DC OFFICE

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Why is a Readiness Assessment important?
Do we really need to do one?

Purpose: To determine organizational readiness to implement a telehealth program and define the path to readiness.

Process:

⊕ <u>Step 1</u>: Identify and engage team needed to perform the assessment.

⊕ <u>Step 2</u>: Review components associated with readiness assessment and complete with team input.

⊕ <u>Step 3</u>: Prioritize gaps for telehealth service program development and implementation.

⊕ <u>Step 4</u>: Work with the team and others to address gaps and use information to inform telehealth program design and eventual implementation.

READINESS ASSESSMENT: Identify and Engage the Team

RA Team Members	Background and Skill Set
Telehealth program manager	Individual who completes the RA – has ultimate responsibility for implementation
Executive champion	Executive who sets vision/strategy for the organization
Clinician champion	Physician or clinical provider familiar with telehealth and/or telehealth-like solutions to address access issues.
Technical support	Familiar with organization's information technology capability.
Referral coordinator	Knowledge of practice referral trends and access issues.
Billing and coding representative	Understanding of the practice payer mix and state reimbursement regulations.

READINESS ASSESSMENT: Key Components

1 Organizational Readiness

2 Experience with Telehealth

3 Organizational Technology Capacity

4 Clinical Consideration

5 Relationship with Specialty Care Providers

6 Workforce Development

7 Financing and Reimbursement

8 Regulatory or Policy Understanding

9 Equipment Selection

10 Patient Engagement and Marketing

11 Evaluation and Outcome Measurement

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POLL

READINESS ASSESSMENT: Key Components

1

Organizational Readiness

- Is telehealth included in your organization's strategic plan?

- Do you have dedicated resources (staff, funding) for the effort?

- Have you established and engaged a telehealth workgroup?

2

Experience with Telehealth

- Understanding prior institutional and organizational experience in telehealth is key to identifying and leveraging the solutions that have been successful as well as the barriers that may remain.

3

Organizational Technology Capacity

- Have you determined equipment needs for both originating and distance sites?

- Do you have access to staff who can work with IT vendors?

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READINESS ASSESSMENT: Key Components

4

Clinical Consideration

- Do you have the clinical staff you need or will you need to contract out?

- Is the space set up so that the provider can perform a clinical assessment and make an adequate recommendation similar to an in-person exam?

- Are your clinicians licensed to provide care across state lines?

5

Relationship with Specialty Care Providers

- Defining the relationship between the referring providers and the specialty consultants is an important step to address early in the program development.

6

Workforce Development

- Do you have time set aside for training and education?

- Have you made arrangements to make any staff hires prior to implementation?

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READINESS ASSESSMENT: Key Components

7 — Financing and Reimbursement

- Is your team aware of payer reimbursement policies and requirements?

  - *Reference the January 18th Webinar – Reimbursement and Payment for Telehealth*

- Have you performed a payer mix analysis? What payers would be best for a telehealth pilot?

8 — Regulatory or Policy Understanding

- Telehealth regulations, policies and requirements are specific to certain providers, locations and scope of services; each element will need a thorough evaluation for compliance early in the stages of program development.

- Keep in mind: State regulations about telehealth may differ from requirements issued by state medical/pharmacy/nursing boards.

9 — Equipment Selection

Tune in to the next webinar on January 24th.

10

Patient Engagement and Marketing

- Have you determined which patients will be considered for telehealth and how?

- How will you market telehealth services? Is there a team member who will lead the effort?

- What has worked best in the past for patient engagement? Are your clinicians part of the communications plan?

11

Evaluation and Outcome Measurement

- How will you know if your telehealth program is a success?

- What are you trying to accomplish and how will you measure that? What is your baseline?

- Choose measures from various domains – access, cost, patient and provider experience.

  - *Reference the National Quality Forum – Telehealth Measure Framework*

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READINESS ASSESSMENT: Using the Results

- Within each component, make note of gaps where your organization has no capability or only partial capability.

- Work with the team and others to prioritize and address gaps.
    - Some of the follow-up steps will be very straightforward to implement
    - Others issues may be more complex – for those steps where you need additional assistance, there are resources available to help you.
        - Delaware Telehealth Coalition
        - Mid-Atlantic Telehealth Resource Center

- Use the learnings from the Readiness Assessment process to inform telehealth program design and to develop a telehealth business plan.

- **Business Plan Overview**
  - Purpose
  - Components

- **Business Plan in Healthcare**
  - Goals
  - Key Content

- **Telehealth Business Plan**
  - Process
  - Product

What is a Business Plan?

- *Noun – a* document setting out a business's future objectives and strategies for achieving them
- Your business plan is the foundation of your business*
- Options include Lean, Traditional, Customized etc.

This example business plan is provided by the Small Business Administration. Get help starting and running your small business at SBA.gov.
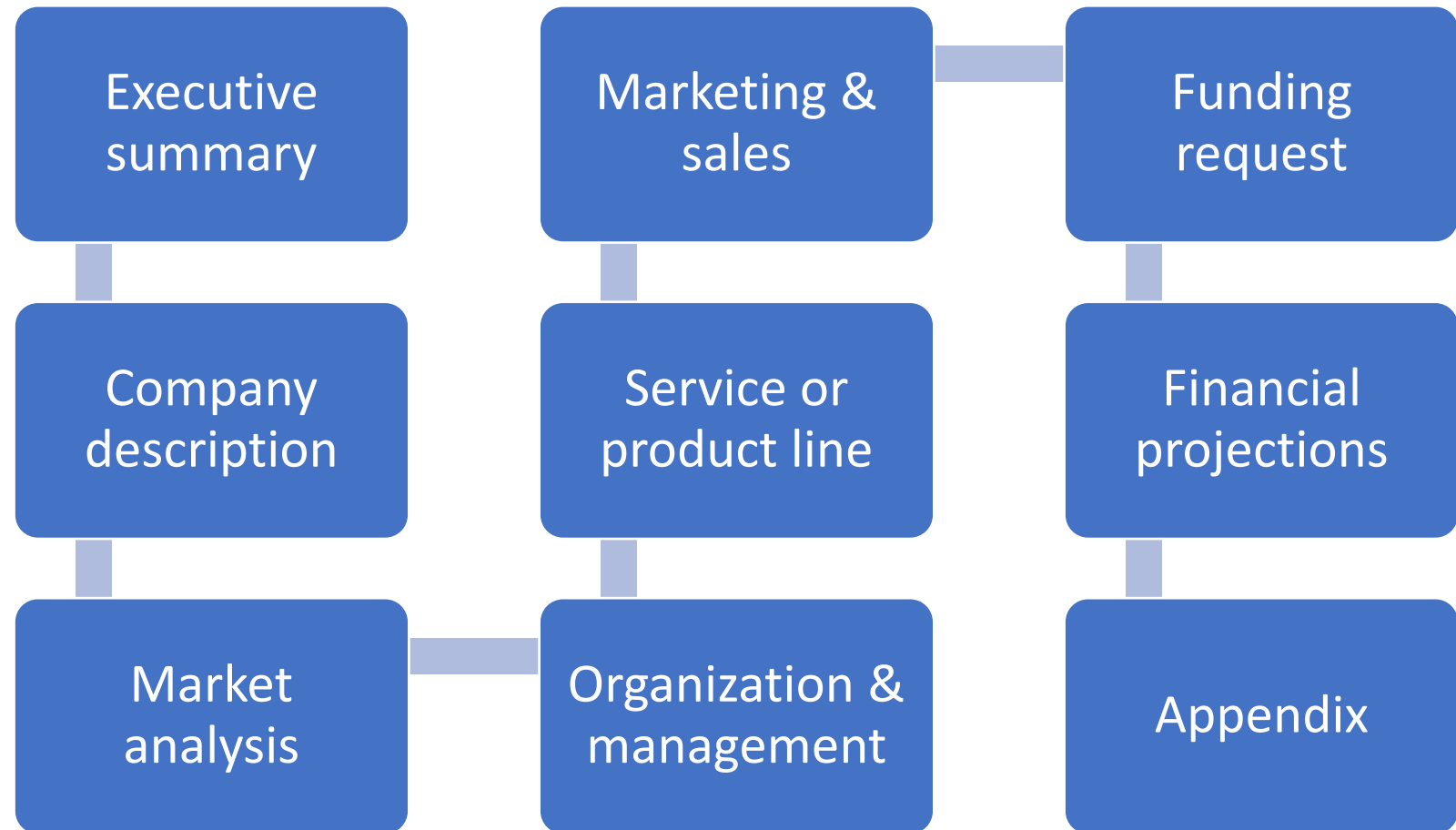
Wooden Grain Toy Company

Identity	Problem
Wooden Grain Toys manufactures high-quality hardwood toys for children aged 3-10.	Parents and grandparents are looking for high-quality, durable toys that will entertain kids and foster creativity.
Our solution	**Target market**
Our handcrafted toys are made from solid hardwoods, and are designed with sufficient moving parts to engage young children without limiting imagination.	The target audience is adults, specifically parents and grandparents who wish to give toys to their children or grandchildren.
The competition	**Revenue streams**
Wooden toys are part of a niche market with companies of all sizes. Large companies include Plastique Toys and Metal Happy Toys, which sell internationally. Smaller companies sell locally in shops, craft fairs, or online.	Wooden Grain Toys will sell directly to customers at craft fairs and online.
Marketing activities	**Expenses**
Wooden Grain Toys will communicate with customers with an email newsletter, targeted Google and Facebook ads, social media, and in person at craft fairs.	• Materials for toys including wood, steel, and rubber • Craft fair fees and travel costs • Inventory space for products
Team and key roles	**Milestones**
Currently, the only team member is the owner, Andrew Robertson. As profits increase, Wooden Grain Toys will look to add an employee to assist with social media and online marketing.	As business grows, Wooden Grain Toys will advertise in target markets—especially in advance of the holiday season.

Pick a business plan format that works for you

Plan your business

Market research and competitive analysis

Write your business plan

Calculate your startup costs

Fund your business

Buy an existing business or franchise

There is no right or wrong way to write a business plan. What's important is that your plan meets your needs.

Most business plans fall into one of two common categories: traditional or lean startup.

Traditional business plans are more common, use a standard structure, and encourage you to go into detail in each section. They tend to require more work upfront and can be dozens of pages long.

Lean startup business plans are less common but still use a standard structure. They focus on summarizing only the most important points of the key elements of your plan. They can take as little as one hour to make and are typically only one page.

*www.sba.gov

- **Comprehensive**
- **Detail oriented**
- **Intended for**
  - **Financing Request**
  - **Traditional funding sources**

Executive summary	Marketing & sales	Funding request
Company description	Service or product line	Financial projections
Market analysis	Organization & management	Appendix

*www.sba.gov

How is Business Planning Applied in HealthCare?

Funding - grants, budget, contract, etc.

Operation Decision
- Resource Allocation
- Prioritizing Initiatives etc.

Assess Sustainability
- Add new program
- Expand existing program

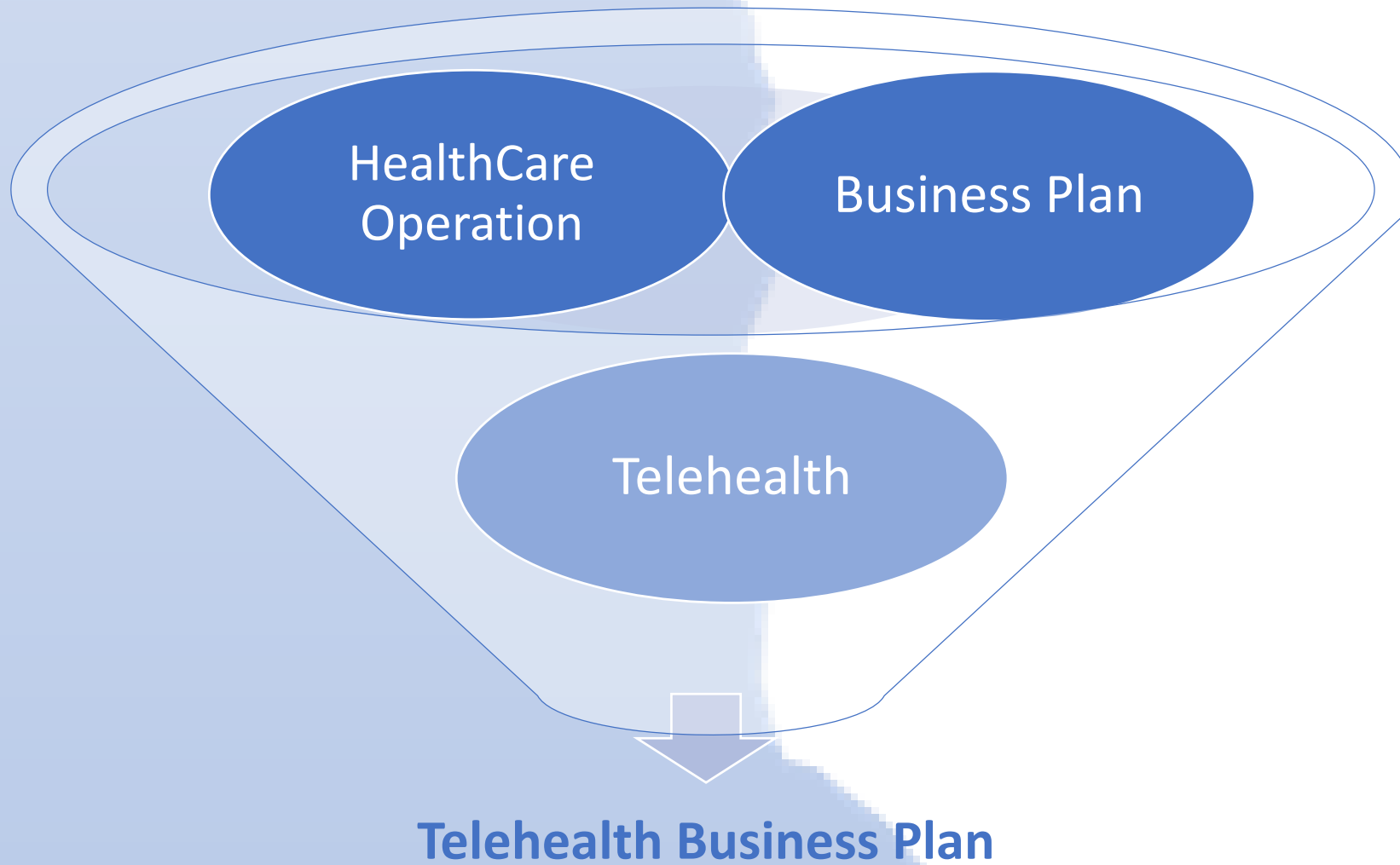Quality Improvement

Marketing Tool – internal & external

Demonstrate Return on Investment

Simple Lean Startup Format*

- Key partnerships

- Key activities

- Key resources including staff, capital, intellectual property etc.

- Value proposition e.g. reducing chronic mgt. disease cost

- Customer relationships – customer experience from start to finish

- Customer segments - be specifics on who the target is

- Channels for engaging customers and stakeholders

- Cost structure for reducing cost or maximizing value

- Revenue streams for implementation and sustenance

*Alex Osterwalder _ Business Model Canvas by

Telehealth Business Plan

What did you learn from the Readiness Assessment?

What does the SWOT analysis reveal about organizational successes and potential barriers?

	Ready/Acceptable	Minimal Change Needed	Changes Needed	Major Barrier
Internal Factors (skill sets, strengths, weaknesses)	☐	☐	☐	☐
External Factors (opportunities, challenges)	☐	☐	☐	☐

Actions Required to Become Fully Ready / Comments:

_____

_____

_____

_____

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Who will pay for Telehealth Implementation?

How does the Telehealth Value Proposition align with your organization's strategic plan?

Who are the Key Stakeholders?

Review all benefits & beneficiaries

How can you maximize the Opportunities &

Brace to overcome the Challenges?

How will the model be sustained?

Check alignment with current funding streams/business lines

What is the Return on Investment?

DEVELOPING TELEHEALTH BUSINESS PLAN: BUSINESS MODEL

Business models for telehealth in the US: analyses and insights.[1]

Value proposition	Status
Compelling	🟩
Cohort	🟩
Complementarity	🟩
Cocreatibility	🟩

*The use of a business model framework helps identify
- **The value proposition of telehealth;**
- **The right revenue model;**
- **Organizational structure; and**
- **The stakeholders in the telehealth ecosystem.**

Revenue model	Status
Pricing	🟥
Partner revenue sharing	🟥
Product cost structure	🟥
Potential volume	🟩

Interface	Status
Functionality	🟩
Form factor	🟩
Fluidity	🟥
Forgiveness	🟥

Organizing model	Status
Processes	🟥
Partnerships	🟥
Pooling	🟥
Project management	🟥

Service platforms	Status
Architecture	🟩
Agnosticity	🟥
Acquisition	🟩
Access	🟥

Fig. 5. VISOR Business Model Notes:
- Circle = Interactions between the components
- Red boxes = Current challenges & barriers of each of the components in the model
- Green boxes = factors driving need for telehealth

1. Francis Pereira _Dove Medical Pres _February 2017

Business Case Checklist

Business Case Report (sometimes called a business plan)

	Yes	No	Unsure
1. You have determined the approximate start up and operating costs for your telehealth program.	☐	☐	☐
2. You have determined how the benefits of telehealth relate to the mission of your organization and the needs of the community.	☐	☐	☐
3. You have identified the payer mix.	☐	☐	☐
4. You have obtained financial commitment to implement and sustain your telehealth services.	☐	☐	☐
5. You know the approximate expected cost reductions (e.g., providers who no longer travel to remote clinics).	☐	☐	☐

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DEVELOPING A TELEHEALTH BUSINESS PLAN: SAMPLE TOOL

HMA Tool for Client Support and Guidance*

- Executive Summary (optional)
- Company/organization structure
- Service to be provided
- Demand/Market Analysis and Customer/Client base
- Governance/Leadership
- Staffing Resources
- Financial model/sustainability
- Marketing or Communications Plan
- Implementation plan and timeline
- Risks/contingencies

Readiness Assessment
- Conduct
- Analyze Findings

Business Plan
- Select Type & Tool
- Seek Expert Support if needed
- Complete Business Plan

Implement
- Secure Funding
- Deploy Implementation Plan

Selecting the right tool <u>and</u> engaging experts* along with committed leadership and clinical champions are critical elements for a comprehensive, cost-efficient, business plan – >>> set the stage for successful Telehealth Implementation.

*Health Management Associates Business Plan Tool for Telehealth Implementation

TELEHEALTH IN DELAWARE

Current State

- Low uptake overall
- Many opportunities and interest to engage further
- Limited adoption in some areas:
    - Behavioral Health follow-up
    - Primary Care episodic visits with non-assigned providers
    - After hours Urgent Care

Desired State – Increased penetration and expanded use in:

- Primary Care beyond urgent care visits including integration of Telehealth Modalities in Medical Homes
- Chronic Disease Management including Care Coordination
- Behavioral Health Integration including Opioid and other Substance Use Disorders
- Population Health Management

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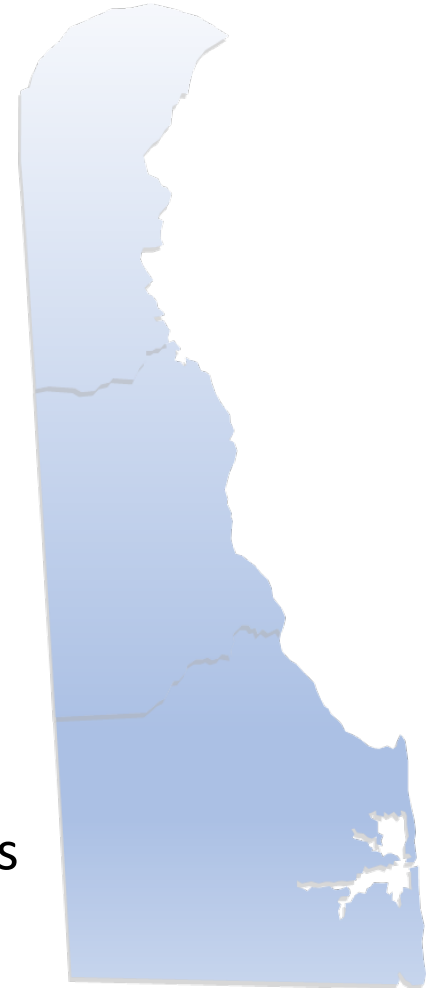
Questions? Comments?

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NEXT STEPS

- Contact us to get on our list for future webinar invites.

- Reach out to the speakers to request additional assistance.

- Look for a follow-up email:
  - Provide input for this and future sessions using the evaluation form.
  - Check the website for the webinar recording – coming soon.

- Save the dates future webinars.
  - **Vendor Evaluation and Equipment Selection**
    - ***Thursday, January 24, Noon EST***
  - **Use Cases From the Field**
    - ***Tuesday, January 29, Noon EST***

Thank you!