

# Arizona Telemedicine Program

ARIZONA  
TELEMEDICINE  
PROGRAM



**Janet Major, B.S.**

**Associate Director for Education & Facilities**

**Distance Learning Outreach**

**Arizona Telemedicine Program**

**Southwest Telehealth Resource Center**

**Board Member ATIC**

**Chair of USDLA**

**United States Distance Learning Association**

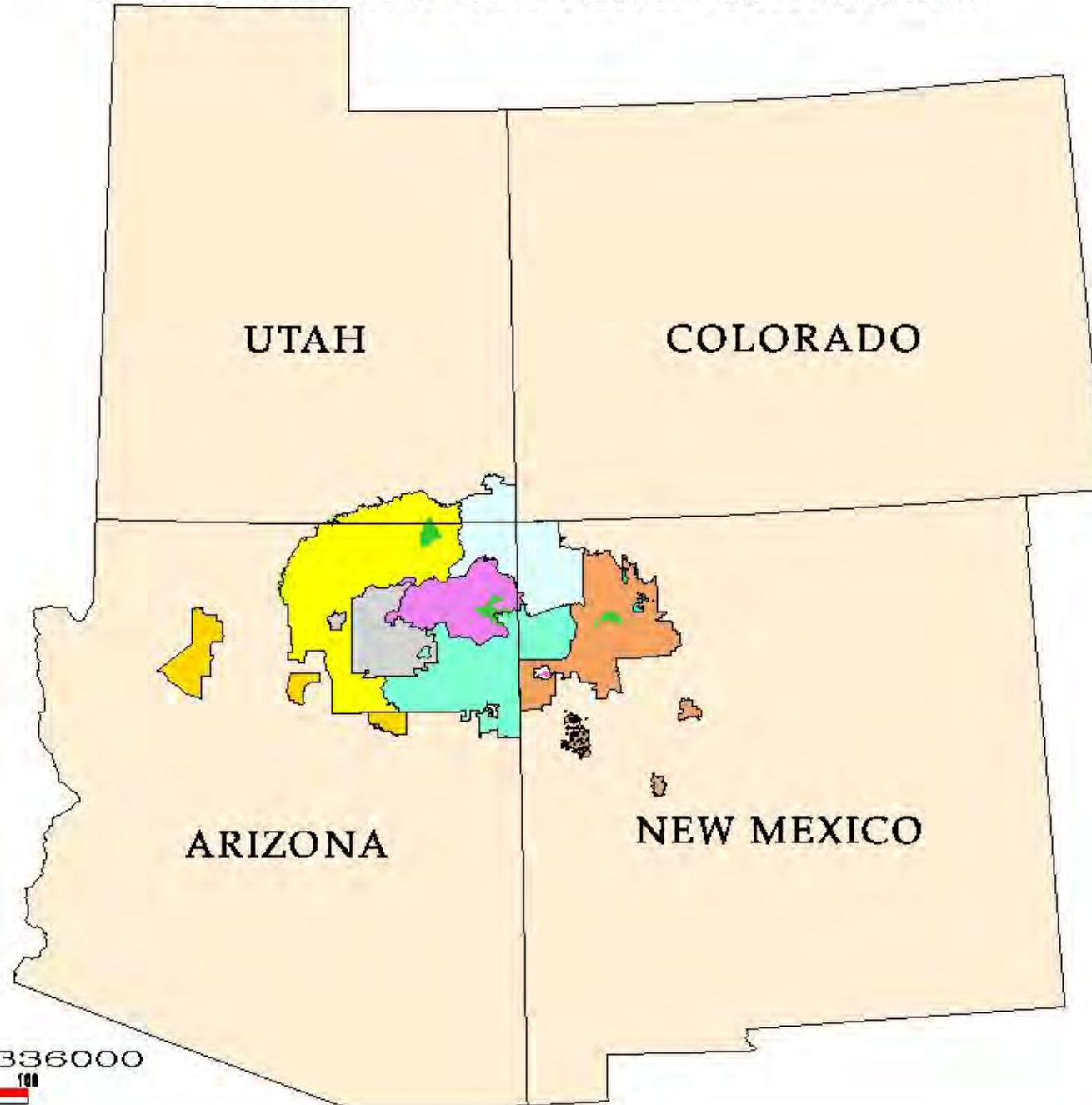
# How to put the TELE into Telehealth for Educational & Clinical Applications



**Technology**  
**+**  
**Telecommunications**  
**=**  
**Telehealth/Telemedicine**



# NAVAJO INDIAN RESERVATION LOCATION MAP



SCALE 1:6336000

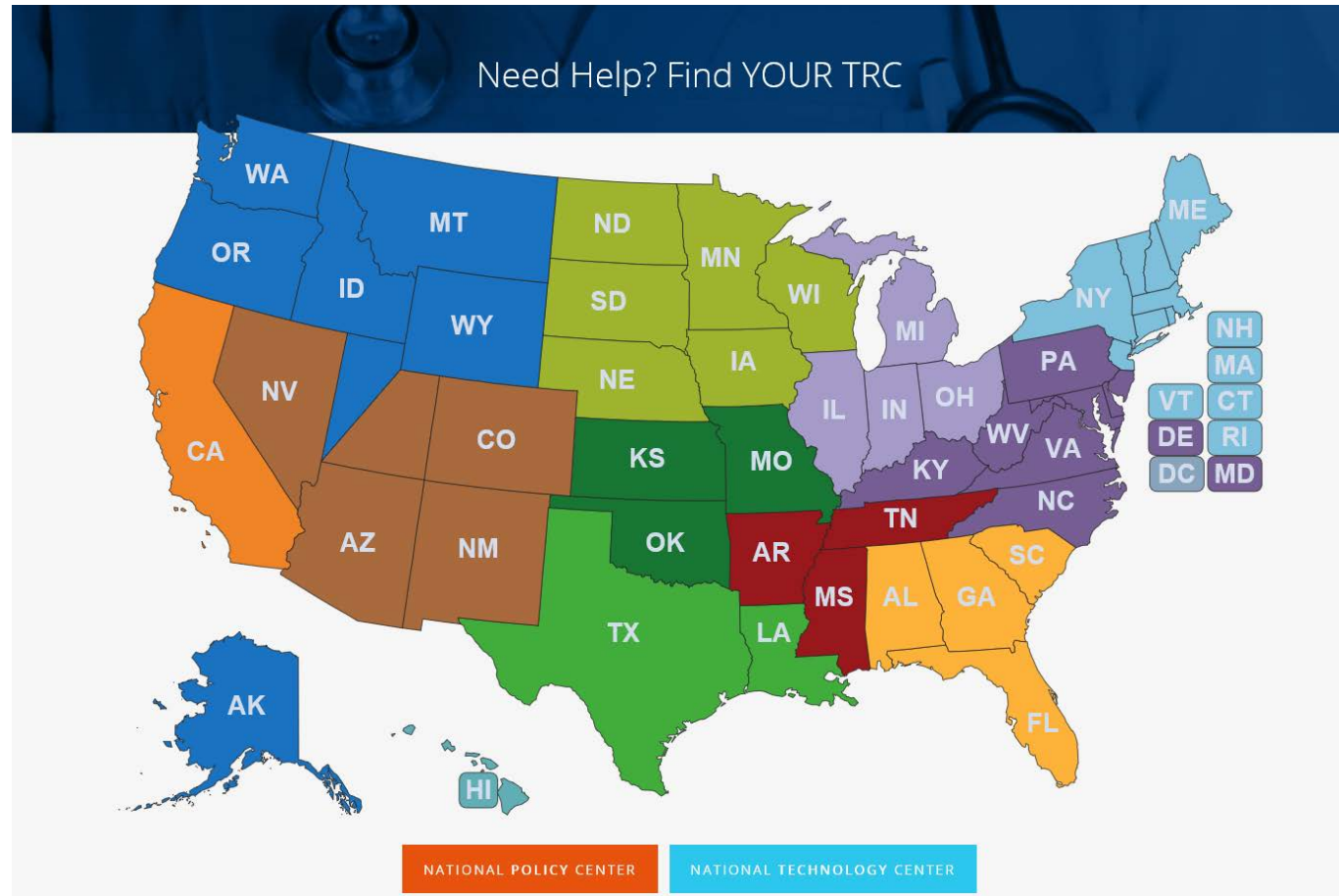


February 28, 2003

NAVAJO LAND DEPARTMENT

NAVAYO NATION  
SHERIDAN LAND DEPARTMENT  
GEOGRAPHIC INFORMATION SYSTEMS SECTION  
P.O. BOX 990  
TUCSON, ARIZONA 85724

# [www.telehealthresourcecenter.org](http://www.telehealthresourcecenter.org)



<https://southwesttrc.org/> = SWTRC

## Resources

Arizona

Colorado

Nevada

New Mexico

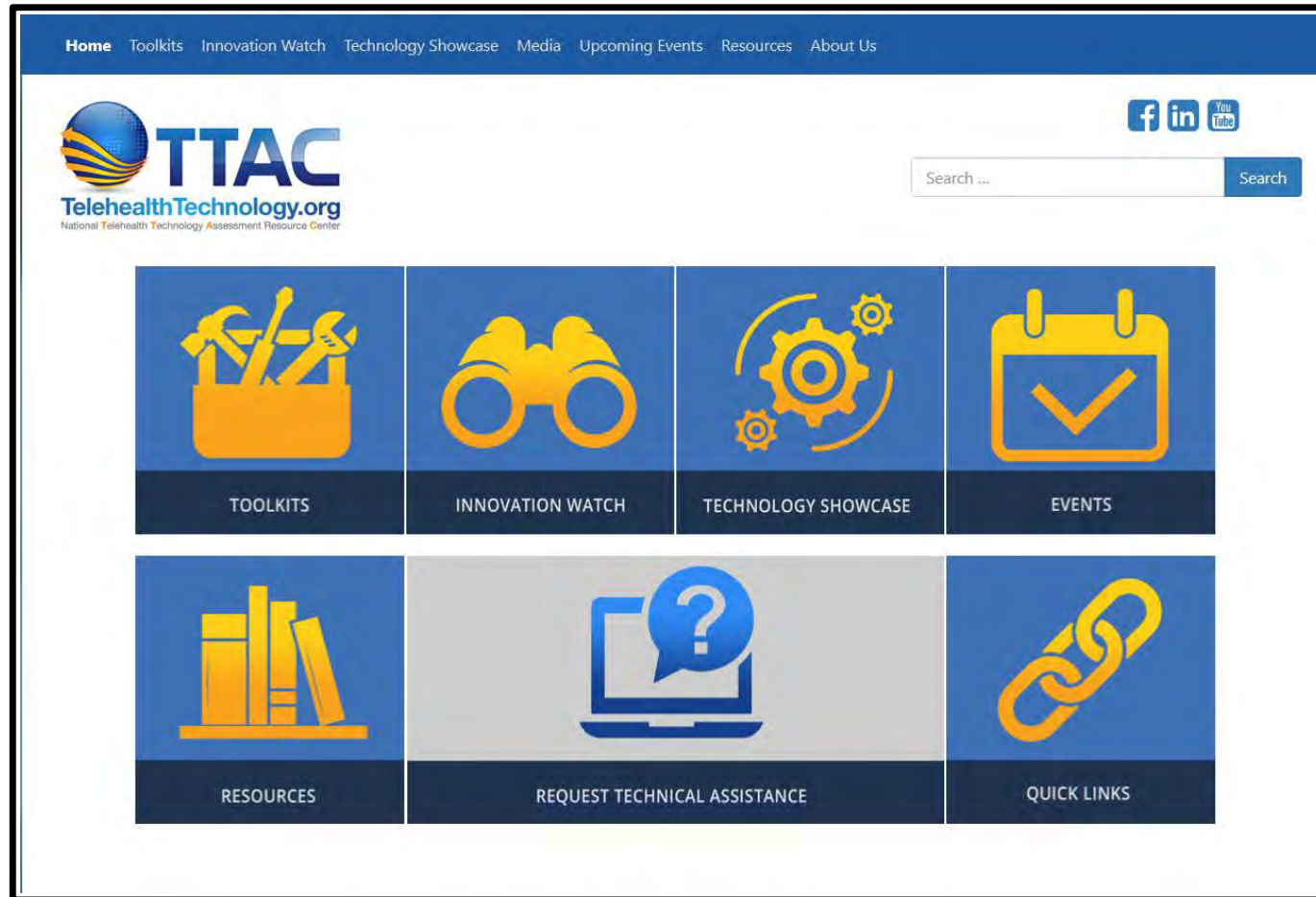
Utah



- Telemedicine & Telehealth Service Provider Directory
- Business & Finance
- Form Templates
- Policy & Sustainability
- Standards & Guidelines
- Telemedicine Information
- Tools & Tips
- General

National Consortium of Telehealth Resource Centers (NCTRC) - Find your TRC

# TTAC National Telehealth Technology Assessment Center telehealthtechnology.org





# Technology for Telehealth

- Resources/where to shop
- How to shop
- Network and interview who has been doing what – with what!
- Pricing
- Ease of use/training protocols/end user
- Network support
- Contractual agreements/licenses/maintenance fees
- Efficiency?

# www.telemedicine.arizona.edu/webinar



The Arizona Telemedicine Program, the Southwest Telehealth Resource Center and the mHealth, Technology & Distance Learning Special Interest Group of the American Telemedicine Association invite you to a **free** webinar to review the telemedicine and telehealth technology recently exhibited at the American Telemedicine Association's 23rd Annual Telemedicine Meeting & Trade Show: ATA 2018

## Webinar

Thursday, August 9, 2018 ~ 12:00pm Arizona Time  
(12pm PDT; 12pm Arizona; 1pm MDT; 2pm CDT; 3pm EDT)

### “ATA 2018 Exhibit Hall Technology Review”

**Learning Objectives:**

1. Review some of the current trends observed at the annual signature event for telemedicine technology.
2. Take a virtual tour of the ATA 2018 Exhibit Hall & Showcase at the Chicago Convention Center.
3. Learn who and where you can go to get access to the best resources in telemedicine and telehealth technology.



Janet Major, B.S.  
Associate Director  
for Telemedicine  
Education & Facilities



Janet Major is the Associate Director of Facilities for the Arizona Telemedicine Program (ATP). She earned her B.S. Degree in Telecommunications from Northern Arizona University with her major emphasis in producing and directing. She has worked at the University of Arizona for 30 years and was initially the primary manager of videoconferencing services at the Arizona Health Sciences Center. She has since been employed by ATP for 20 years. As Associate Director of Telemedicine Education & Facilities, her current responsibilities include the design, development and installation of the teleconferencing and telemedicine peripheral equipment used for telemedicine services. She also provides training to healthcare professionals in the effective use of teleconferencing for both clinical and educational applications. Ms. Major has served as Co-Chair as well as Chair for the mHealth, Technology & Distance Learning Special Interest Group of the American Telemedicine Association as well as for the board of USDLA; the United States Distance Learning Association, representing the telehealth constituency and ATIC; the Arizona Telecommunications and Information Council where she is currently working with fellow telecommunications experts to implement a broadband plan to eliminate telecommunications disparity in rural and urban Arizona.

For more information and registration instructions please visit our website:  
<http://www.telemedicine.arizona.edu/webinar>



## Telehealth Technology Resources

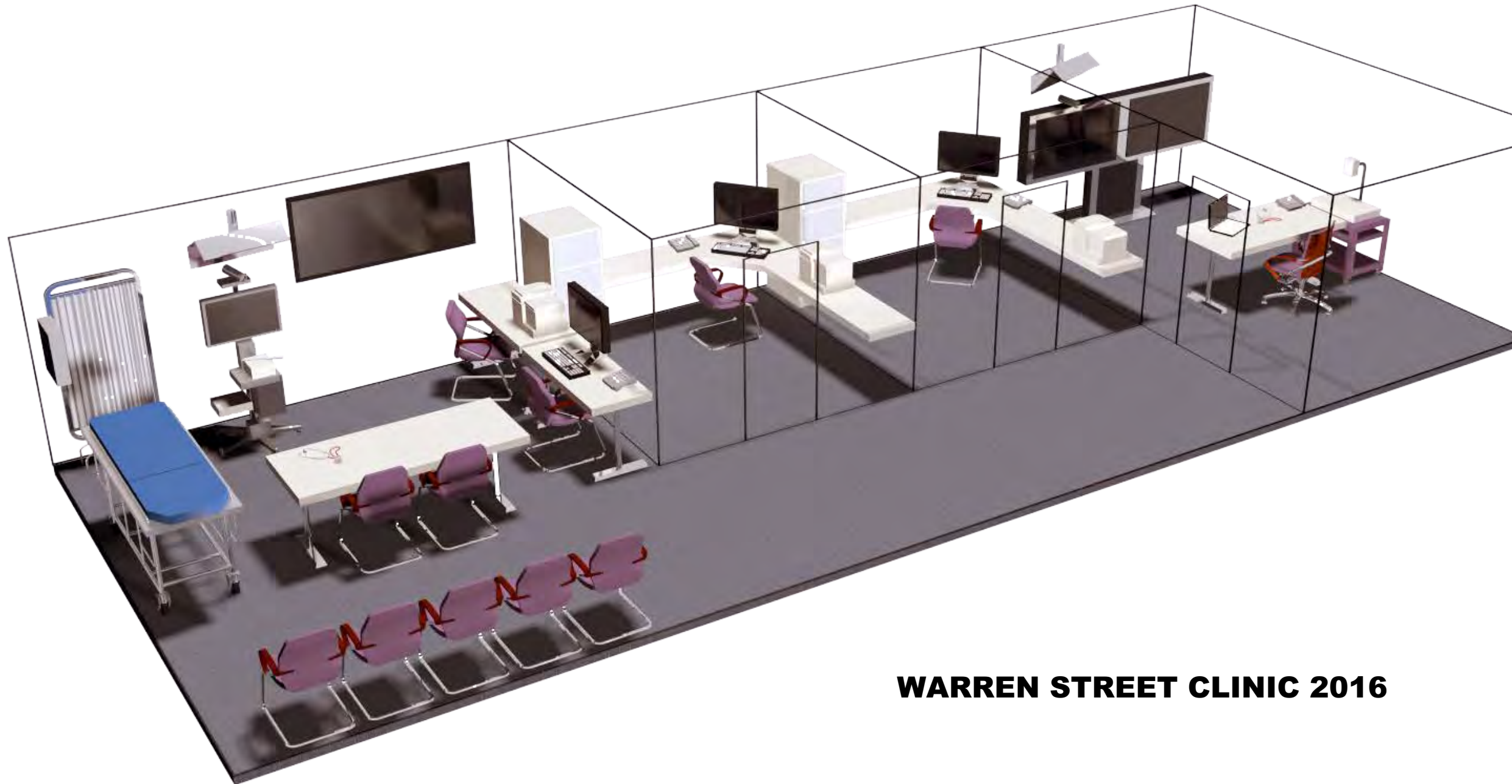
Arizona Telemedicine Program	<a href="http://www.telemedicine.arizona.edu">www.telemedicine.arizona.edu</a>
Telemedicine & Telehealth Service Directory	<a href="http://telemedicine.arizona.edu/servicedirectory">http://telemedicine.arizona.edu/servicedirectory</a>
Southwest Telehealth Resource Center	<a href="http://www.southwesttrc.org">www.southwesttrc.org</a>
National Telehealth Resource Centers	<a href="http://www.telehealthresourcecenter.org">www.telehealthresourcecenter.org</a>
ATA American Telemedicine Association	<a href="http://www.americantelemed.org">www.americantelemed.org</a>
USDLA United States Distance Learning Association	<a href="http://www.usdla.org">www.usdla.org</a>
University of New Mexico Center for Telehealth	<a href="http://hsc.unm.edu/community/telehealth/">http://hsc.unm.edu/community/telehealth/</a>
Project ECHO	<a href="http://echo.unm.edu/">http://echo.unm.edu/</a>
ATP Project ECHO	<a href="http://telemedicine.arizona.edu/echo/">http://telemedicine.arizona.edu/echo/</a>
UNR Project ECHO	<a href="https://med.unr.edu/echo">https://med.unr.edu/echo</a>
TTAC Telehealth Technology Assessment Resource Center	<a href="http://www.telehealthtechnology.org">www.telehealthtechnology.org</a>



A scenic view of the Grand Canyon, showing the layered rock formations and the deep, winding paths of the river. The canyon is framed by dark evergreen trees in the foreground. The sky is blue with scattered white clouds. The word "Telepresenting" is overlaid in the center in a bold, blue, sans-serif font.

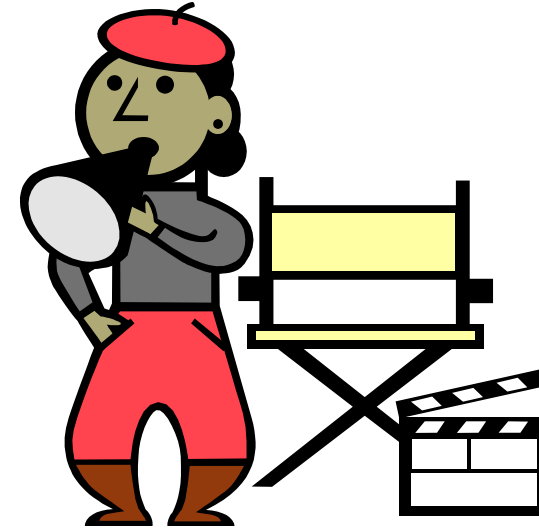
# Telepresenting

Telemedicine = 



**WARREN STREET CLINIC 2016**

# Communication Technology



- Lights, Camera ACTION!
- BACKGROUND
- Two way videoconferencing
- Web cams using secure sites over the internet
- Other devices or programs which connect to your laptop or desktop @home or bedside



# Telemedicine

- Information needs to be medically accurate
- Teaches participants to practice being good listeners as only 1 person can speak at a time
- Patient benefits from the undivided attention of a physician
- Economizes the use of time for all participants

# Elements of Production

- **Sound**
  - microphones
  - electronic stethoscope
- **Lighting**
  - color temperature
  - angle
- **Space and geography of the room**

- **Same Elements of production whether you are in a state-of-the-art videoconferencing suite, using a videophone or a webcam @ your desktop!**
- **Background**
- **Lighting**
- **Audio**
- **Camera skills – be sure you are looking GOOD!**





ARIZONA  
TELEMEDICINE  
PROGRAM



telemedicine  
=  
medicine at a distance

# Telehealth

Telehealth is sometimes discussed interchangeably with telemedicine. The [Health Resources and Services Administration](#) distinguishes telehealth from telemedicine in its scope. According to them, telemedicine only describes remote clinical services; such as diagnosis and monitoring, while telehealth includes preventative, promotive and curative care delivery. This includes the above-mentioned non-clinical applications like administration and provider education which make telehealth the preferred modern terminology.

ARIZONA  
TELEMEDICINE  
PROGRAM



# Robots for Education







# Sells IHS, AZ





Sells PHS Indian Hospital  
Telemedicine Program



A word cloud of video conferencing software names. The words are arranged in a roughly rectangular shape and are color-coded. The colors used are red, green, and blue. The words are: Vidyo (green), Google Hangout (red), Adobe Connect (green), Skype (red), WebEx (green), Blackboard (red), Elluminate (green), RealPresence (blue), Windows (red), ZOOM (blue), Go To Meeting (red), LIVE (green), and Bluejeans (red).

Vidyo  
Google Hangout  
Adobe Connect  
Skype  
WebEx  
Blackboard  
Elluminate  
RealPresence  
Windows  
ZOOM  
Go To Meeting  
LIVE  
Bluejeans

# HIPAA Health Insurance Portability And Accountability Act of 1996



To be a good telepresenter you must be a good communicator.

- **verbally**
- **non-verbally**

# SELFIES!









# Teleconferencing Tips

- wear appropriate clothing and jewelry
- be aware of your body language
- use an agenda and facilitate introductions
- develop protocols for questions
- be familiar with the equipment
- test all equipment and network connectivity in advance
- connect with remote sites at least 15 minutes early

# Telehealth Best Practices



## Telehealth Best Practices

Video developed by the Hawaii Department of Health Genomics Section and available on the Pacific Basin TRC Website [www.pbtrc.org](http://www.pbtrc.org)

# Technology



- **Makes the world a smaller place**
- **Keeps people in their communities**

# Best Practices

- **Technical Protocols**
- **Clinical Protocols**
- **Mock Patients**
- **Training**



# Telehealth Networking

# ARIZONA TELEMEDICINE PROGRAM



# Distance Education



# CE Requirements

- MD 20 per year (AZ)
- PA 50 every 2 years (AZ)
- RN 15-30 every 2 years
- NP 30 every 2 years
- EMS 60 per 2 years
- DO 20-50 per year







# Participant Diversity

MD

Promotora

Technology

EMS, Fire, Safety

Respiratory Therapist

Behavioral Health

Registered Dietitian

DO

PhD

Education & Training

Clinical Staff

RPH/PharmD

Radiology Technician

Social Worker

PA-C

Nursing

DDS

Medical Student

Physical Therapist

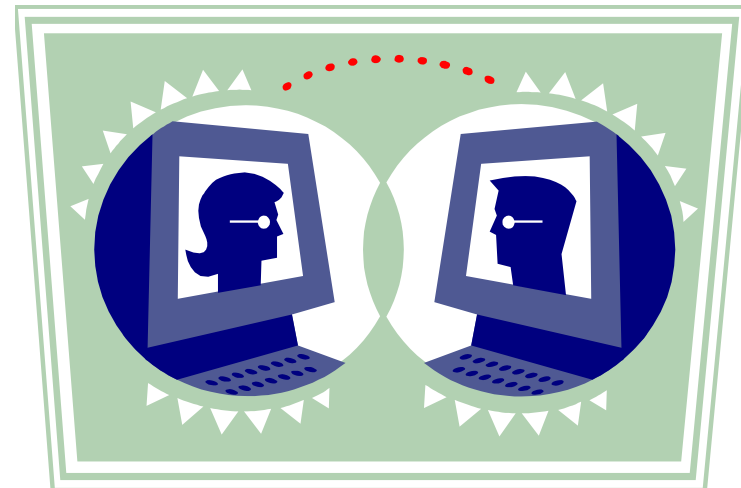
Administrative Staff

# Types of Events

- Grand Rounds
- Satellite Broadcasts
- Webinars
- Videostreaming LIVE or Recorded Archive
- Multi-Point LIVE Events, i.e. Emergency Preparedness
- Training
- Administrative

# Types of Administrative Events

- Bioterrorism Task Force
- Statewide or Country Roundtables
  - Fires
  - West Nile Virus
  - Diabetes
- Special Interest
  - IHS
  - ADHS
  - CRS (HRSA)
  - ADOC





## Arizona Telemedicine Program Events Calendar

[ADD EVENT](#) [EMAIL TO LIST](#) [ADMIN MENU](#) [ACCOUNT](#)

[Search](#) [Export](#) [iCal / RSS](#)

[Share](#) [Print](#) [Help](#) [Logout](#)

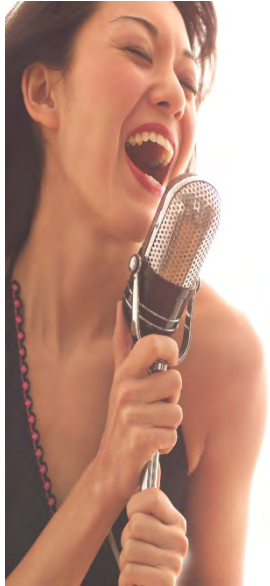
◀ October 2018 ▶

[Today](#) [Go to Date](#)

Select Category  
Education

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3 ● Surgery Grand Rounds 8:00am - 9:00am (edit) ● Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm (edit)	4	5	6
7	+ 8 Columbus Day ● Advances in Aging Grand Rounds 12:00pm - 1:00pm (edit)	+ 9	+ 10 ● Surgery Grand Rounds 8:00am - 9:00am (edit) ● Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm (edit)	+ 11	+ 12	+ 13
14	+ 15	+ 16	+ 17 ● Surgery Grand Rounds 8:00am - 9:00am (edit) ● Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm (edit)	+ 18	+ 19	+ 20
21	+ 22	+ 23	+ 24 ● Surgery Grand Rounds 8:00am - 9:00am (edit) ● Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm (edit)	+ 25	+ 26	+ 27
28	+ 29	+ 30	+ 31 ● Surgery Grand Rounds 8:00am - 9:00am (edit) ● Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm (edit)			

# Video Conference Rules



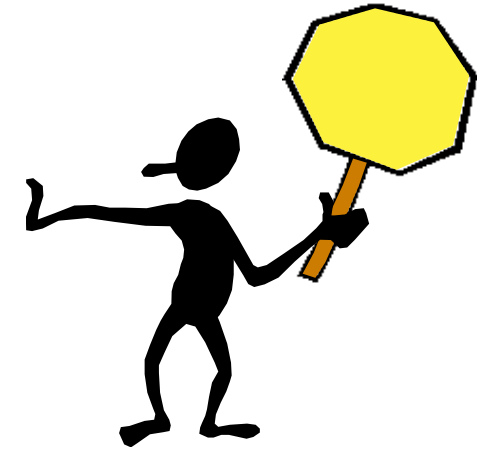
1. Always assume that your microphone is on

2. Always assume that someone can see you



# Barriers

- Time zone differences
- Room size
- Reduced travel



# Benefits



- Cost savings (travel / registration fees)
- Reduced time away from work
- Wider variety of opportunities
- Convenience
- Access to national and International experts

ARIZONA  
TELEMEDICINE  
PROGRAM



Melanie Esher-Blair, MAdm  
Training Coordinator

[mesher@telemedicine.arizona.edu](mailto:mesher@telemedicine.arizona.edu)



<https://echo.unm.edu/>

# ECHO=Extension for Community Healthcare Outcomes

## Project ECHO: A Revolution in Medical Education and Care Delivery

Project ECHO is a lifelong learning and guided practice model that revolutionizes medical education and exponentially increases workforce capacity to provide best-practice specialty care and reduce health disparities. The heart of the ECHO model™ is its hub-and-spoke knowledge-sharing networks, led by expert teams who use multi-point videoconferencing to conduct virtual clinics with community providers. In this way, primary care doctors, nurses, and other clinicians learn to provide excellent specialty care to patients in their own communities.



People need access to specialty care for their complex health conditions.



There aren't enough specialists to treat everyone who needs care, especially in rural and underserved communities.



ECHO trains primary care clinicians to provide specialty care services. This means more people can get the care they need.



Patients get the right care, in the right place, at the right time. This improves outcomes and reduces costs.



# Project ECHO Hubs (Global)

Hub Locations

<b>ECHO Countries</b>	<b>ECHO Hubs</b>	<b>ECHO Programs</b>
<b>34</b>	<b>253</b>	<b>574</b>



Search for Hubs & Programs

Filter by Area(s) of Focus

- Ambulatory Care
- Autism
- Behavioral/Mental Health
- Business
- Cancer
- Cancer Diagnosis
- Cancer Prevention & Risk Reduction
- Cancer Screening
- Cancer Survivorship

Filter by Hub Country

 [Clear All](#)

ECHO Hub	Program Name	Area(s) of Focus	Email	Website	Hub City	Hub St./Pr./Reg.	Hub Country
National Center for Tuberculosis and Lung Diseases	Tuberculosis/TB	Infectious Disease, Tuberculosis	<a href="#">✉</a>	<a href="#">🌐</a>	Tbilisi	Tbilisi	Georgia

# Telerheumatology ECHO



# NeoECHO



# Clinical Case Presentation

**SOUTHWEST TRC TELEHEALTH RESOURCE CENTER™**

Home About Us People Resources Online Education Events Partners Links Help Desk Blog

### Our History. Our Mission

The Southwest Telehealth Resource Center was established through a federal grant (#G221T16262) to advance telemedicine services throughout the Southwest. It is one of the largest telehealth programs in the United States, each serving a distinct geographic region. SWTRC serves hospitals, clinics, public health offices, and other telehealth providers in the broader Southwest region.

The SWTRC assists start-up telehealth programs and serves as a resource for existing programs regarding changes in technology and other issues affecting telehealth in the Southwest region.

Telemedicine has been shown empirically to improve access to quality medical care for many patients living in rural and medically underserved areas. The SWTRC draws expertise from the internationally recognized [Arizona Telemedicine Program](#), which has been providing telemedicine services throughout the state of Arizona since 1996.

This website has been made possible by grant G22RH24279 from the Office for the Advancement of Telehealth, Federal Office of Rural Health Policy, Health Resources and Services Administration, DHHS

**Key Contacts**

**Elizabeth A. Krupinski, PhD**  
Program Director  
520.626.4498  
[Email](#)

**Kristine A. Erps**  
Administrative Director  
520.626.2493  
Toll Free: 1.877.535.6166  
[Email](#)

Arabic  
English  
French  
Mandarin  
Navajo  
Spanish

**SWTRC Services**

- Full-Day Training Program
- Online Learning Modules
- Help Desk
- Technical Assistance
- Tools & Templates
- Program Development
- Business Models
- Evaluation
- Best Practices
- Clinical Operations
- Sustainability
- Equipment Recommendations
- Program Operations

Search

Find us on Facebook

SWTRC BLOG

SPS Telemedicine Telehealth Service Provider Showcase

Service Provider Telemedicine & Telehealth

ARIZONA  
TELEMEDICINE  
PROGRAM



## The Telemedicine Referral Case Process

Phyllis Webster,  
Program Coordinator, Sr.  
Arizona Telemedicine Program

Case Management

Go through the steps required to set up, carry out and complete a clinical telemedicine referral.





# How does this whole thing work, anyway?



- Who decides to refer a case via telemedicine?
- What is the procedure for referring a case?  
For consulting on a case?
- What kind of information does the teleconsultant require in order to staff the referral?
- Who organizes the case information, triages the case, does the scheduling, manages network connections, and facilitates the session?



# Key Participants in the Referral Case Process

- **The Patient**
- Referring Healthcare Provider
- Telemedicine Site Coordinator (referring end)
- Telemedicine Case Coordinator (consulting end)
- Medical Director for Telemedicine (either end)
- Network Engineer(s); IT Staff
- Consulting Healthcare Specialist

# Required Referral Case Information

- Patient Consent Form
- Patient History Form
- Patient Information Form
- Pertinent adjunct medical information (labs, progress notes, radiology/other imaging reports, digital images, outside consultation reports)



# Referral Case Flow:

How referral cases are processed  
using the ATP model

- The organization of every telemedicine program is unique. Thus, infrastructure, types of services, utilization of support staff, and other operational processes will vary widely, are influenced by many factors, and should be designed to facilitate work flow as efficiently as possible.
- This next section outlines just one example of such a process that has been developed specifically for staffing *non-emergent, provider-referred, appointment-based, multi-specialty outpatient clinical consultations* (via either real-time interactive videoconference or asynchronous store-and-forward case review).
- The process does not apply to inpatient, trauma, teleradiology, or telepathology services, for which different technologies and separate protocols are used.


Telemedicine Site Coordinator with referring provider, reviewing and selecting case information for transmittance to the consulting site



# Reviewing the steps in the telemedicine referral process and obtaining informed consent from the patient



# Basic information sheet given to referral patients explaining the procedures, privacy, and research components of telemedicine


  
**ARIZONA TELEMEDICINE PROGRAM**  
**Information for Telemedicine Referral Patients**

**What is Telemedicine?**  
Telemedicine is an evaluation of your problem by a specialist at another hospital using video, audio, and computer data connections. By using telemedicine, you may not have to travel to a major health center to receive care. You will receive the benefit of a specialist at this facility. Your local health care provider will be in contact with experts who will be playing an important role in your care.

**Procedures**  
A telemedicine session is similar to a routine medical office visit. At this session, special instruments may be used so that sounds and pictures can be sent to the specialist. There should be no discomfort from any of the specialty equipment used. Your health history will also be sent with the pictures. If it is a "live" telemedicine session, special video equipment will be used so that the specialist can see and talk to you. At the same time, you will be able to see and talk to the specialist.

**Privacy**  
You will have the same privacy as you would in any examining room. The specialist is also in a private telemedicine room. All of your health history information and any pictures sent to the specialist will be kept confidential unless released in writing by you. Only pictures and health information pertinent to your diagnosis will be recorded and sent to the specialist. Your medical file will be treated with the same confidentiality as if it were at your local facility.


**Research**


  
**PROGRAMA DE TELEMEDICINA DE ARIZONA**  
**Información para Pacientes Enviados a Telemedicina**

**¿Qué es la telemedicina?**  
Telemedicina es la evaluación de problemas de salud por un especialista desde un hospital distante de la localidad del paciente. Para esta evaluación se utilizan conexiones de video, audio y datos computarizados. Mediante la telemedicina es posible que Ud. no tenga que viajar a uno de los principales centros de salud para recibir su atención médica. Usted tendrá aquí el beneficio de los servicios de un especialista. Su proveedor de servicios de salud estará en contacto con expertos que desempeñarán un papel importante en su atención médica.

**Procedimientos**  
Una sesión de telemedicina es similar a una consulta regular. En esta sesión puede ser que se utilicen instrumentos especiales para poder enviarle sonidos y fotos al especialista. El equipo especializado que se utilice no le causará a Ud. ninguna incomodidad. Su historia clínica también será enviada con las fotos (o imágenes de video). Si la sesión de telemedicina es "en vivo" se usará equipo especial de televisión de modo que el especialista pueda verlo y platicar con Ud. Igualmente, Ud. podrá ver al especialista y platicarle.


**Privacidad**  
Ud. tendrá la misma privacidad que tendría en cualquier sala de examen. El especialista estará también en una sala privada de telemedicina. Toda la información de su historia clínica al igual que las fotos enviadas al especialista serán confidenciales a menos que Ud. autorice cederlas, por escrito. Únicamente las fotos y la información sobre su salud que sean pertinentes para su diagnóstico serán grabadas y enviadas al especialista. Su expediente clínico será guardado con la misma confidencialidad como si fuera archivado en el centro médico de su localidad.



**AMERICAN  
TELEMEDICINE  
ASSOCIATION**

PRACTICE GUIDELINES FOR  
**DERMATOLOGY**

April 28, 2016





# Ex: Poor diagnostic quality digital images for teledermatology referral case review 😞

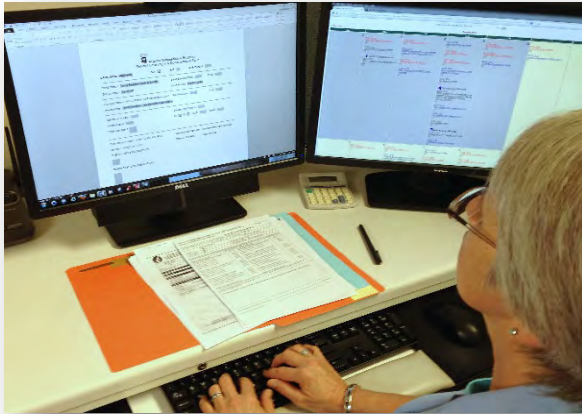


# Telemedicine Case Coordinator

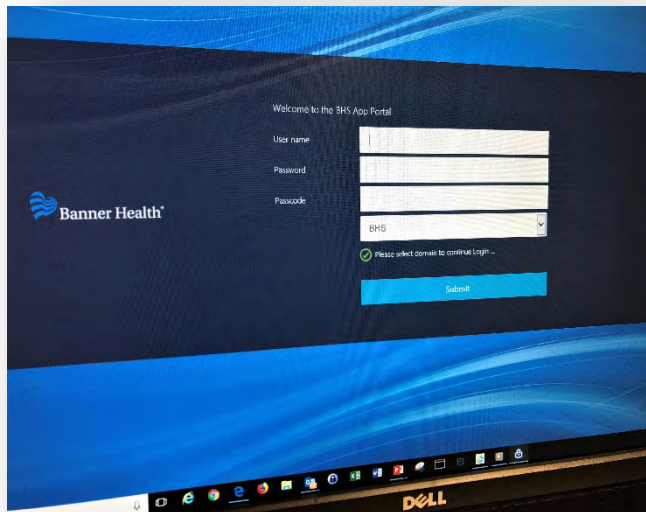


- Receives the case information and records the teleconsultation request
- Compiles and inspects demographic and clinical case information (administrative review)

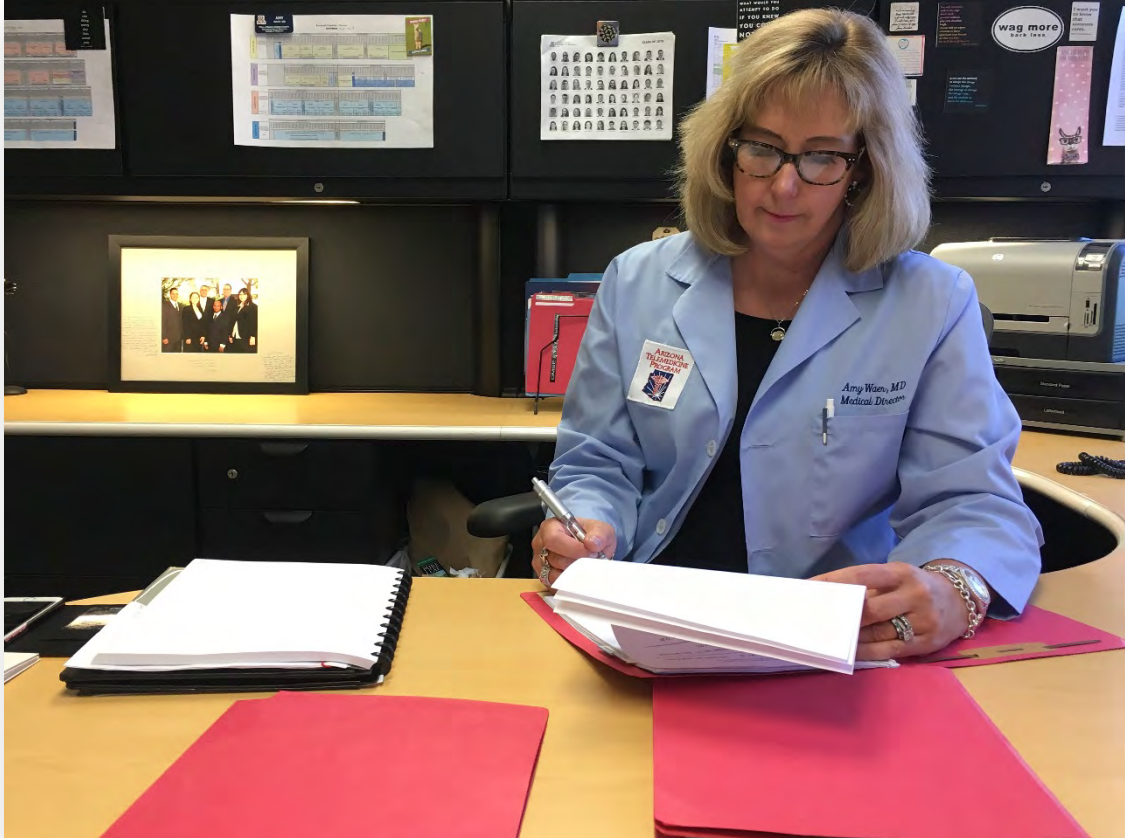
# Telemedicine Case Coordinator



- Registers the patient
- Begins referral case processing and documentation
- Notifies Medical Director of request



# Medical Director (Consulting site)



- Reviews the chart (clinical review)
- If further information is needed, notifies the TCC who then relays the request to the TSC
- If information is complete, permits the TCC to initiate scheduling

# Telemedicine Case Coordinator

- For store-and-forward requests, schedules case review with teleconsultant
- For real-time videoconferenced requests, works with TSC to coordinate appointment scheduling for standing clinics



# Using an online calendar to schedule network activities

The screenshot shows the 'Arizona Telemedicine Program Events Calendar' for September 2018. The interface includes a search bar, navigation buttons for 'Today' and 'Go to Date', and a 'Select Category' dropdown menu. The calendar grid displays events for each day of the month, with specific details for each event.

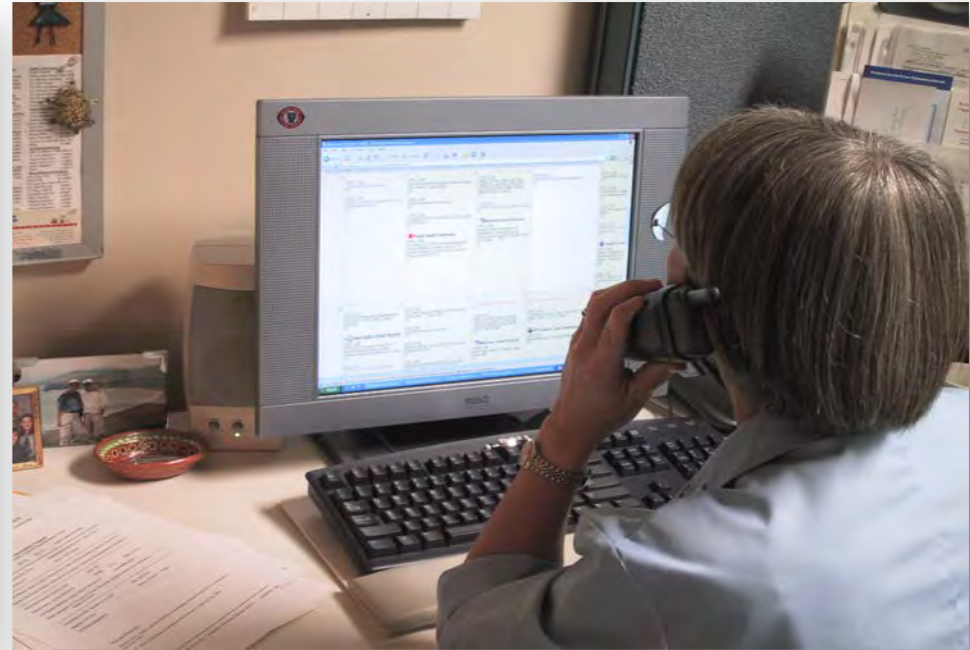
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Labor Day	4	5 Surgery Grand Rounds 8:00am - 9:00am Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm CANCELLED -- Psychiatry Grand Rounds 4:00pm - 5:30pm	6	7	8
9	10 Advances in Aging Grand Rounds 12:00pm - 1:00pm	11 Nursing Grand Rounds 12:00pm - 1:00pm @ Drachman Hall A326	12 Surgery Grand Rounds 8:00am - 9:00am Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm Psychiatry Grand Rounds 4:00pm - 5:30pm	13 Pediatric Grand Rounds 12:00pm - 1:00pm	14	15
16	17 Developing a Telemedicine Program Training _ Onsite Only	18	19 CANCELLED -- Surgery Grand Rounds 8:00am - 9:00am Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm Psychiatry Grand Rounds 4:00pm - 5:30pm	20	21	22
23	24	25	26 Surgery Grand Rounds 8:00am - 9:00am Medicine Grand Rounds (YRMC) 12:00pm - 1:00pm Psychiatry Grand Rounds 4:00pm - 5:30pm	27 Pediatric Grand Rounds 12:00pm - 1:00pm	28	29

# Network Engineer

On the day of the scheduled videoconferenced clinic, sites may be dialed directly or a network engineer may enable the calls remotely.



The Telemedicine Coordinator may provide administrative and technical support during the session and is always immediately accessible if any needs or problems arise

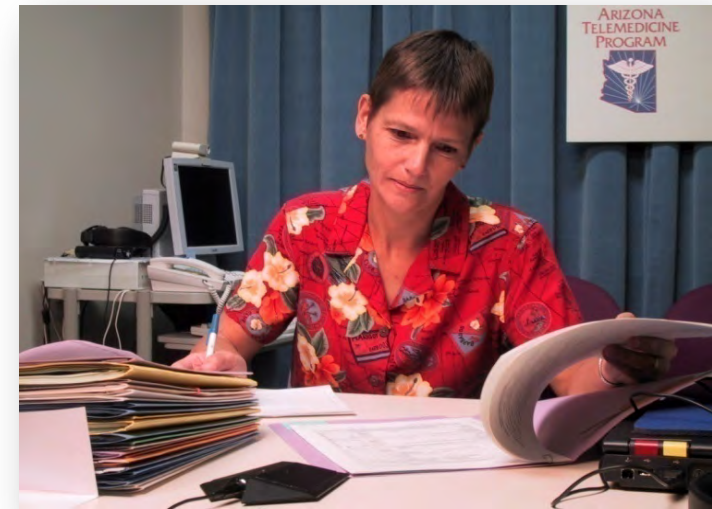




# Telemedicine Case Coordinator



- Completes case management documentation and finalizes patient record
- Submits patient record to Medical Director for final chart review
- Submits patient record to Evaluation Coordinator for data collection



# Telemedicine Case Coordinator



- Outside hard copy records are scanned into central EHR system on the consulting end (legal custodian of records)
- Integrated EHR system handles coding/billing
- Referral case process is complete

# A Few Lessons Learned

- Regularly scheduled clinics tend to be more efficient than those scheduled on an as-needed basis.
- As much as possible, try to format telemedicine clinics after routine, in-person clinics (e.g., setting up a telemedicine suite close to patient exam rooms; following registration, prior authorization and patient check-in procedures).
- Appoint and train qualified back-up personnel. Cross-coverage is a must. On-going training is important.
- Design and post a case management work flow chart as well as step-by-step protocols (standard operating procedures).
- Clinical telemedicine practice standards and guidelines released by the American Telemedicine Association are available for free download at its website, [www.americantelemed.org](http://www.americantelemed.org) and on our TRC website [www.southwesttrc.org](http://www.southwesttrc.org)



# Cultural Diversity = having different cultures respect each other's differences.

- Age
- Language - ACA in Spanish, VIDA in Spanish, consent forms in Navajo, sign language and translations/interpreters
- Geography and Economy – sheep herders, copper miners
- Food – what's the best flour for making tortillas?

You can use technology to maximize the work of Certified Diabetes Educators OR Genetic Counsellors in your state!

# The Future is NOW!

The Jetsons - more accurate than expected



ARIZONA  
TELEMEDICINE  
PROGRAM



Thank You, Merci, Gracias y CIAO!  
[jmajor@telemedicine.arizona.edu](mailto:jmajor@telemedicine.arizona.edu)

# ARIZONA TELEMEDICINE PROGRAM

