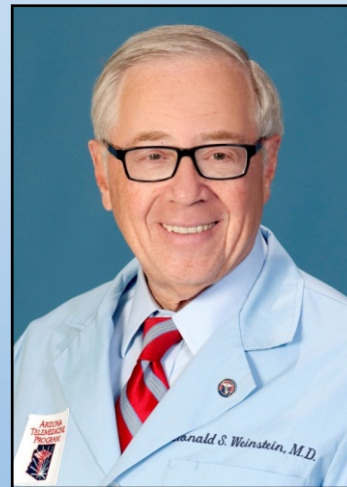


# Building a Successful Telemedicine Program

**Ronald S. Weinstein, MD**

**Founding Director, Arizona Telemedicine Program**

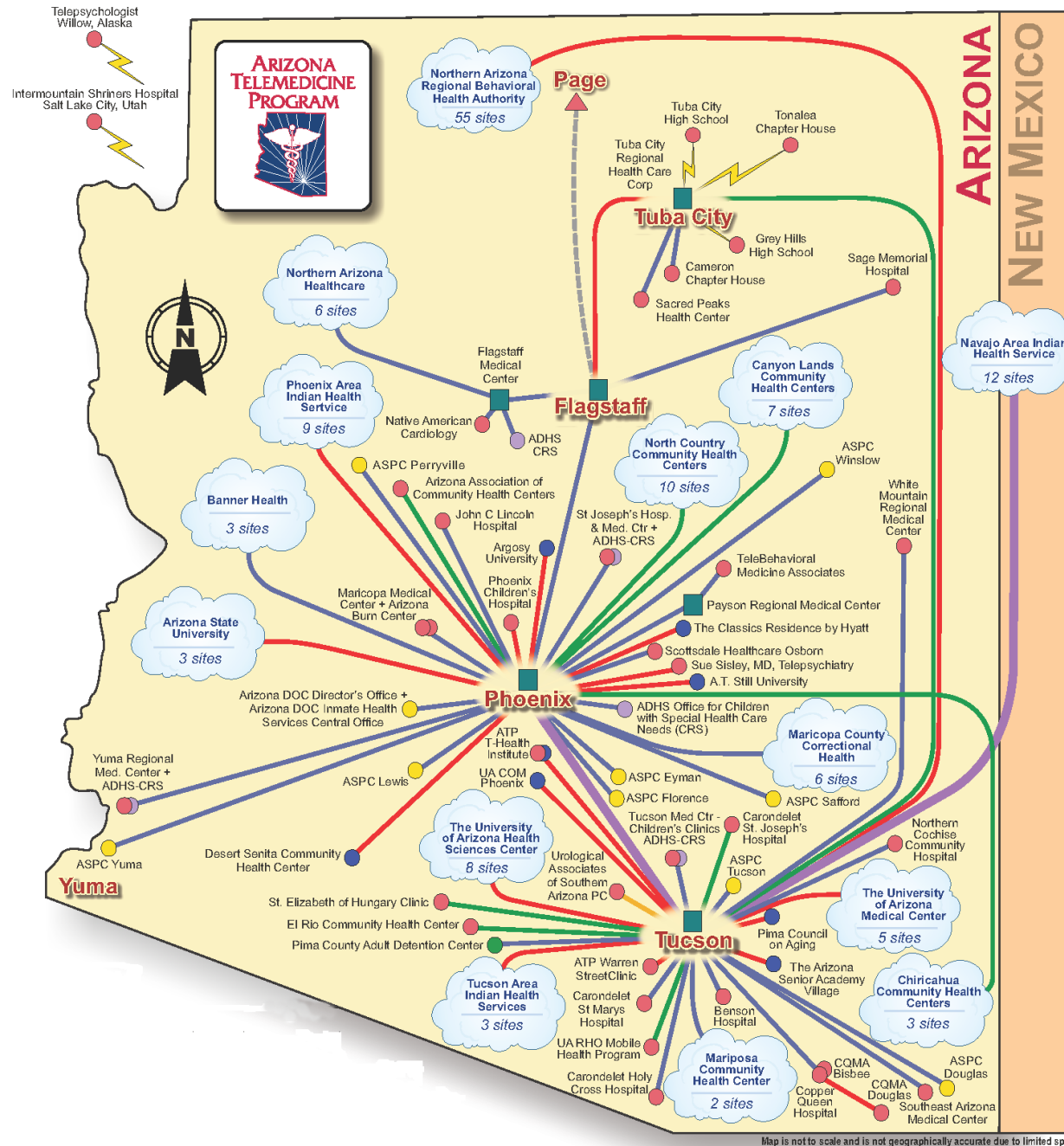


# ARIZONA TELEMEDICINE PROGRAM



1996

# ARIZONA TELEMEDICINE NETWORK

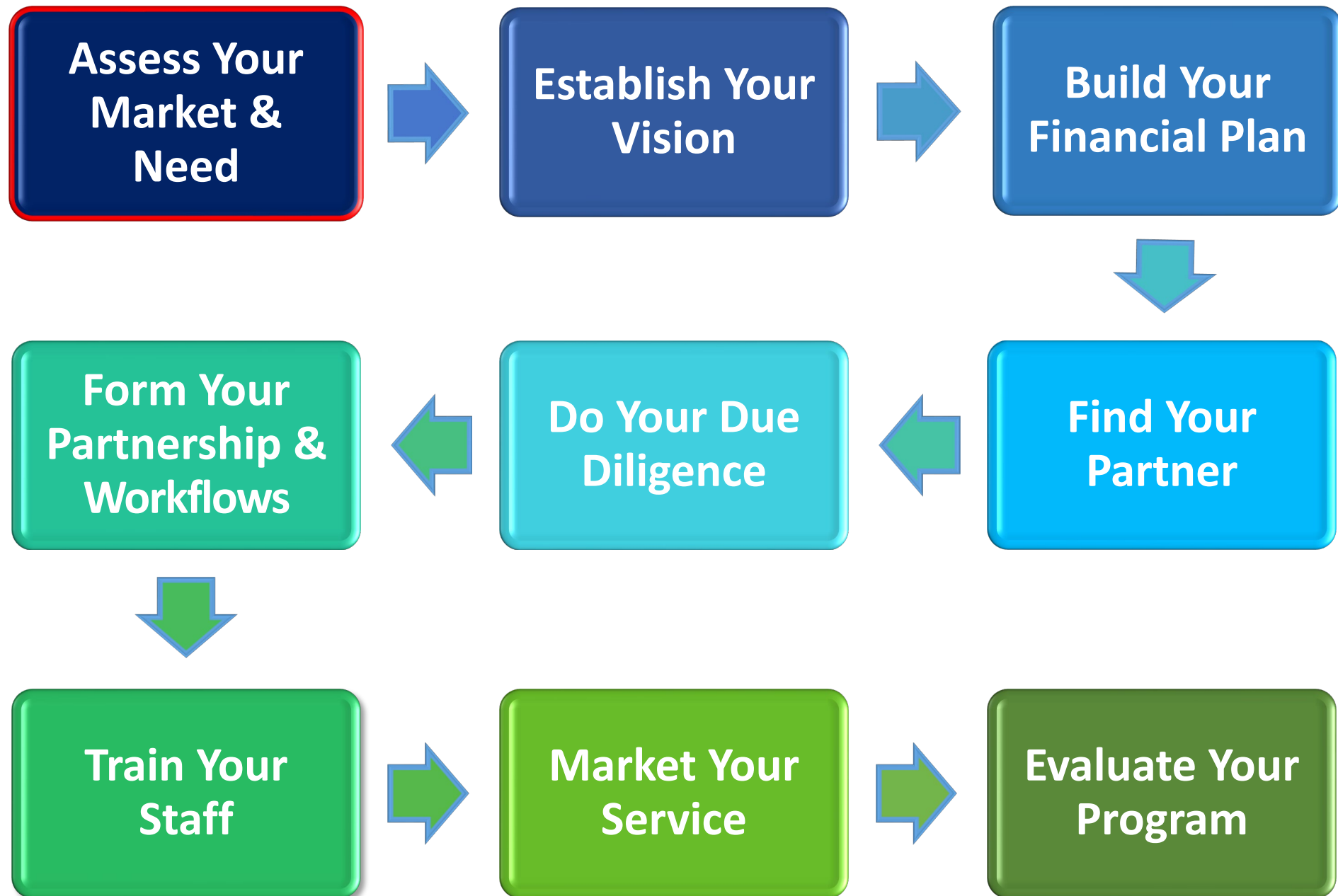


Map is not to scale and is not geographically accurate due to limited space

## ARIZONA TELEMEDICINE PROGRAM



**Where to start?**



# Assess Your Market & Need

## **What Is Needed in Your Community?**

- **Look at patient data & outcomes (e.g., # diabetics, # diagnosed with late stage diabetic retinopathy)**
  - **For your community**
  - **For your hospital/system**
- **Look at local physician coverage gaps (e.g., ? no neurologists)**
- **What healthcare services are patients having to travel or be transported for?**

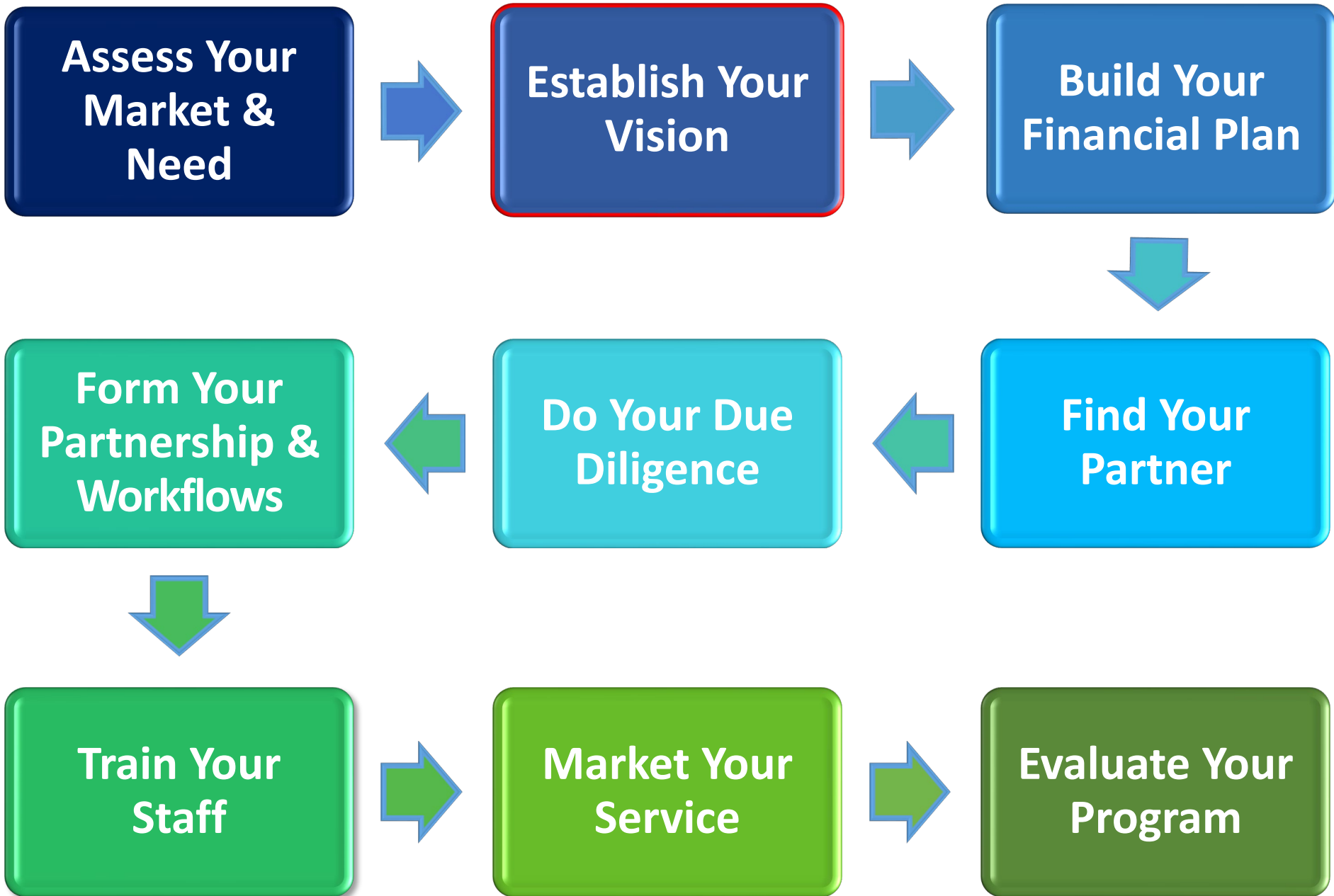


# How Will Telemedicine Tie into Your Practice?

- **Complement/expand your clinical offerings or substitute when your providers are unavailable?**
- **What specialty services?**
- **What hours will telemedicine be offered?**
- **Personnel requirements?**
- **What are service goals? Provider-patient? Provider-provider?**
- **Where are you connecting? Provider office? Telemedicine clinic? Patient home?**







Establish Your Vision

**Establish Your  
Vision**

**Establish a Vision Aligned with Your Mission**

**Establish a Vision of the Delivery Model**

# Establish a Vision Aligned with Your Mission

Establish Your  
Vision

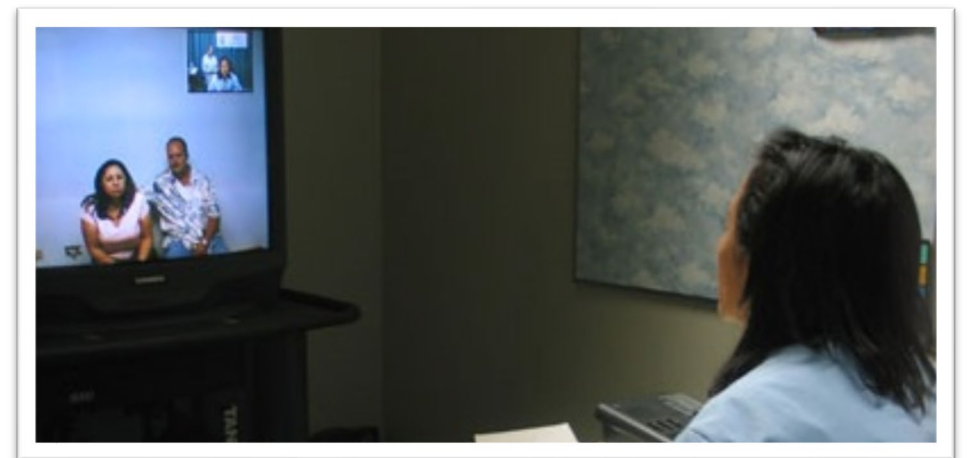
- Vision statement: Define the optimal desired future state; provide guidance & inspiration
  - *“Our vision is to fully incorporate telehealth technologies into our routine practices for the provision of health care in our County.”*

Establish Your Vision

**Reality Testing**

# The Physician-Patient Relationship

- Generally, once a physician affirmatively acts in a patient's case by examining, diagnosing, treating, or agreeing to do so, and the patient accepts, a relationship exists
- Must establish an appropriate physician-patient relationship in order to prescribe



# Know the Legal and Regulatory Landscape

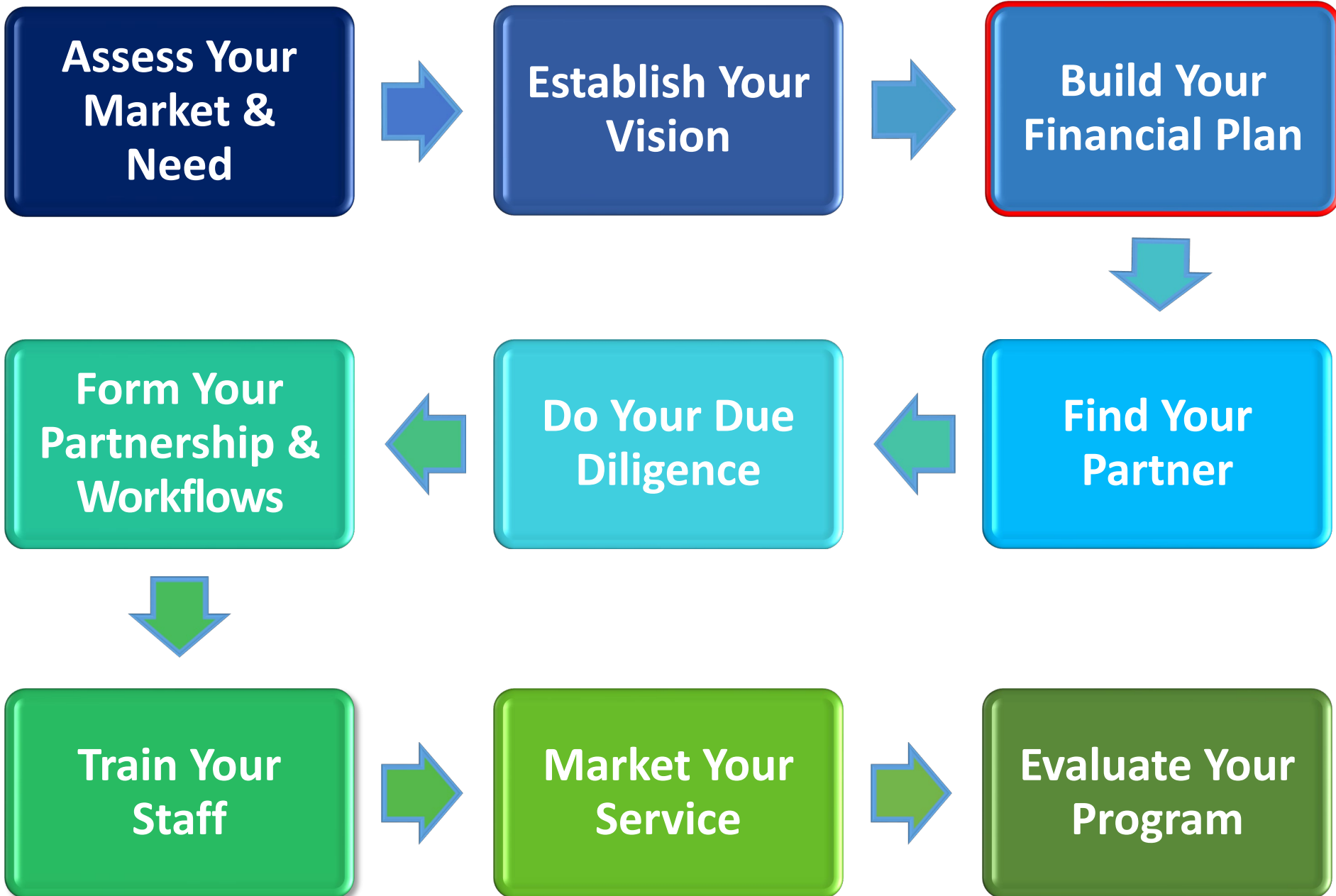
- **All the laws still apply regardless of whether it's in-person or via telemedicine: HIPAA, privacy & security, licensing, anti-kickback, liability, standard of care.**





# Stark & Anti-Kickback Statutes

- Stark Law prohibits physicians from referring patients for designated health services to an entity with which the physician has a financial relationship.
- AKS prohibits offering or soliciting anything of value, directly or indirectly, in return for patient referrals.
- Telemedicine may be subject to fraud and abuse laws if the use directly or indirectly generates reimbursement from a federal health program.
- Equipment leases or the provision of free telemedicine equipment to referral sources **should be evaluated under fraud and abuse laws.**



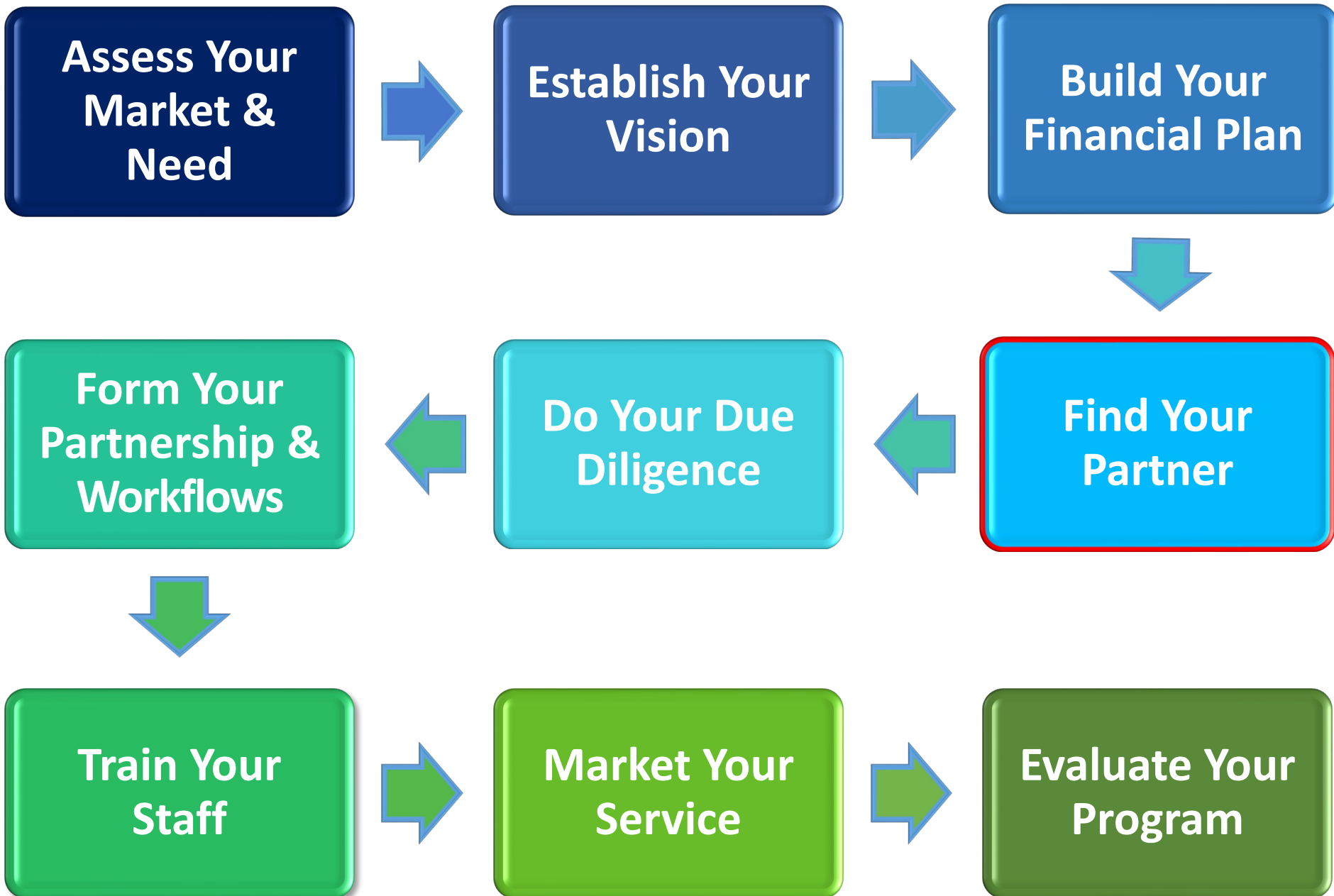
# Build Your Financial Plan

# Build Your Financial Plan

Build Your  
Financial Plan

- Return on investment
  - Savings
  - Revenue
  - Strategic contribution
  - Penalty avoidance
- Payment for services
  - Subscription
  - Fee-for-service
  - Direct from patient
  - Who will do the billing?





Find the Right  
Partner(s)

# TELEMEDICINE APPLICATIONS

## Where to Start?

- Arizona Telemedicine Program (ATP) – Home page
- ATP -- Service Provider Directory



http://telemedicine.arizona.edu/servicedirectory

telemedicine.arizona.edu | The... Service Provider Directory | ...

3rd Biennial Interprofessio... AOL Mail AOL.com CBA Record - Legal Ethics... Free Hotmail http--opa.ahsc.arizona

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# Service Provider

Telemedicine & Telehealth

ARIZONA  
TELEMEDICINE  
PROGRAM

SOUTHWEST  
TELEHEALTH  
RESOURCE CENTER

Telemedicine  
SPS  
Telehealth  
Service Provider Summit

**Welcome** to the Telemedicine & Telehealth Service Provider Directory, a service of the Arizona Telemedicine Program. The directory is a resource for hospital and healthcare administrators and other decision-makers who want to expand or improve their healthcare services to their patients, employees, clients, etc. The directory lists companies providing medical specialty services (such as radiology, rheumatology, neurology, psychiatry) and ancillary services (such as patient education and language interpretation) through telemedicine to healthcare providers such as hospitals, clinics, nursing homes, private practices and urgent care centers.

**Service Providers:** [List your company here.](#)

## Search the Directory

Company Name (or part of)

**Services In**

- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware

**Tele-services**

- Allergy
- Audiology
- Autism
- Bariatric medicine
- Burn
- Cardiology
- Chronic disease management
- Dementia

**Customers**

- Accountable Care Organizations
- Assisted living facilities
- Community mental health clinics
- Correctional facilities
- Educational institutions
- Employers
- FQHCs
- Government agencies

**Ancillary Services**

- Continuing education
- Continuing medical education
- Distance education
- Health call center
- Language interpretation services
- Patient education
- Patient engagement
- Support groups

Items per page: 20

Search listings Clear search

Find Your  
Partner

Company A

Company B

Company C

Company D

131 service companies

**Find Your  
Partner**

# Overview:

## Service Provider Directory



# Questions to Start With

**Find Your  
Partner**

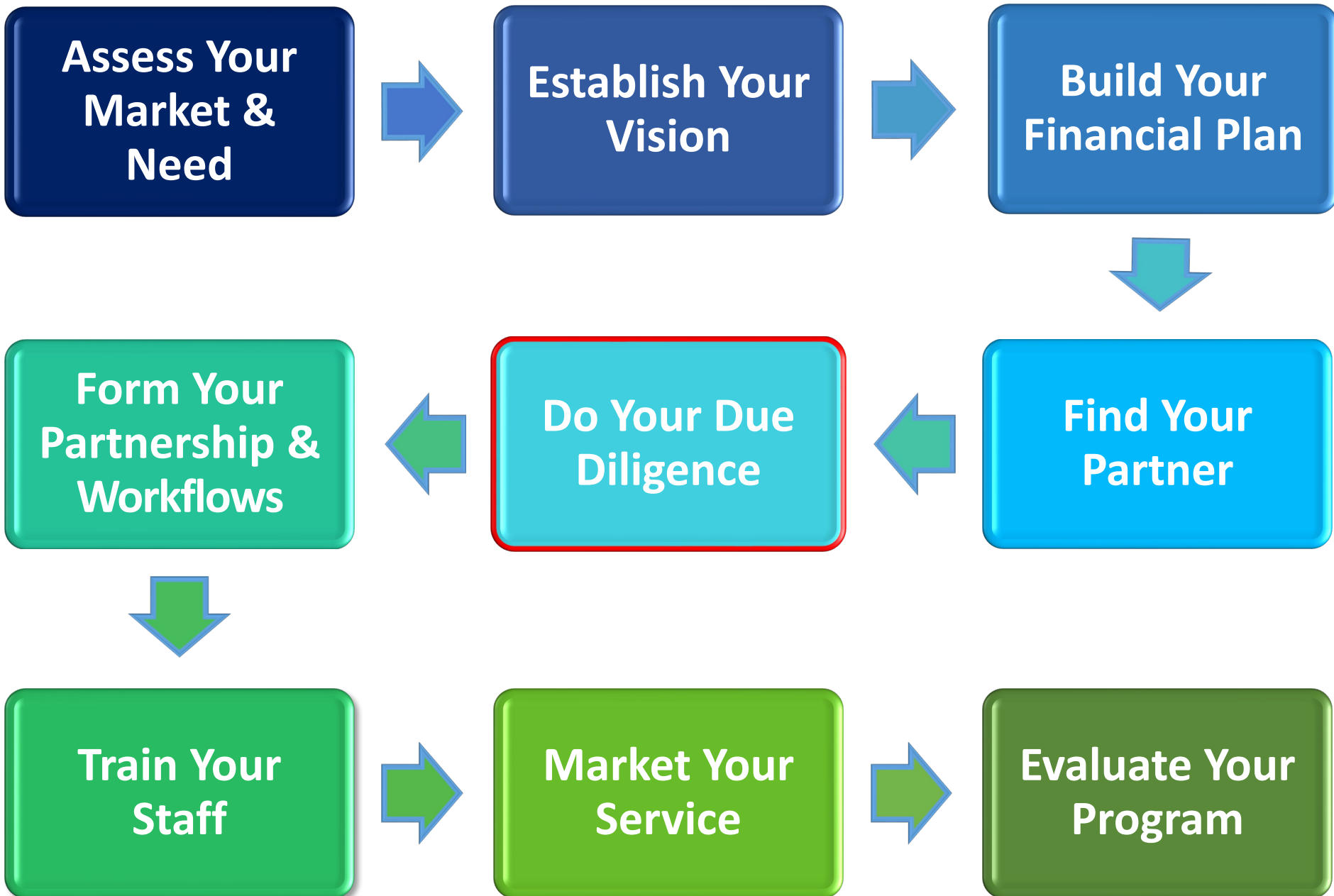
- **Number of years in telehealth business**
- **How strong is your management team?**
- **Where are they located – headquarters, providers, tech support?**

# What Technology Platform Do They Use?

Find Your  
Partner

- How strong is their platform?
  - Does it meet standards?
  - FDA-approved devices?
  - HIPAA compliant?
  - Reliable, easy to use? How many clicks/how much training is required?
  - What is the failure rate?
  - Interoperability?
  - Connections to EHRs? PACS? Does it work with your EHR and your PACS? Costs to integrate?
- Or, will they use whatever platform you provide?





# Due Diligence, Documentation & Your Contract

# Due Diligence: References

Do Your Due  
Diligence

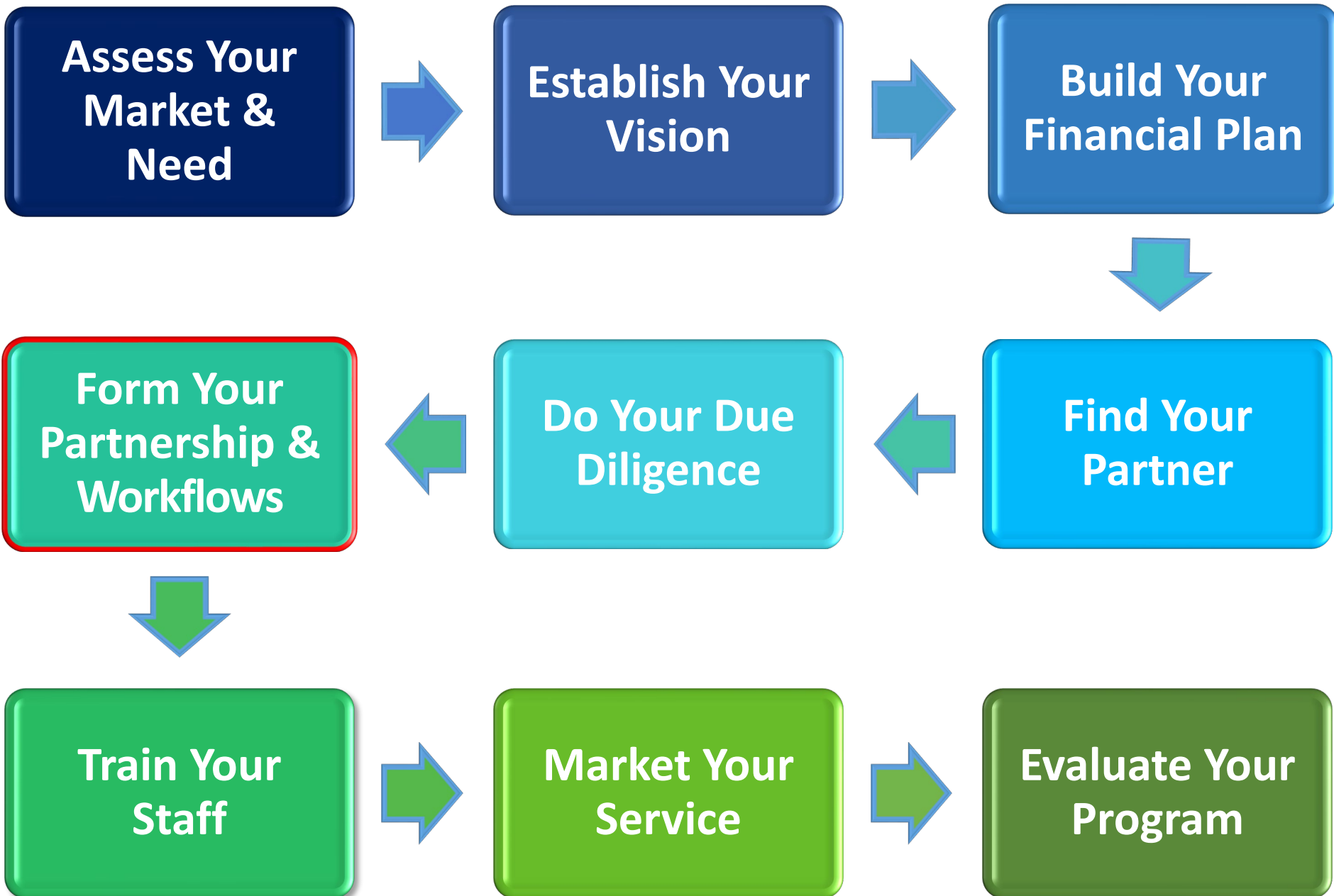
- Request a customer list/references and contact them
  - Are you happy with this company?
  - What have they provided to you?
  - What have your challenges been with this company?
- Find and interview customers not given as references
  - Search the web
  - Go to trade shows & conferences
  - Look for user groups



# The Contract

Do Your Due  
Diligence

- Ensure they have appropriate medical malpractice insurance, liability insurance
- Who will own the data? What data? Who will have rights to retain copies of the data? To license it, to sell it? For how long?
- Who will be responsible for continuity of care?
- Consider annually renewable contract
- Cover expansion



Form Your Partnership &  
Integrate Telemedicine  
into Your Workflows

# Form a Partnership

Form Your  
Partnership &  
Workflows

- Telemedicine service programs are not one-sided, turnkey programs
- Requires effort on both sides:
  - putting together a program and educating the user ends (client org staff, health care provider org staff, and patients)
  - integrating workflows
- Collaborate with partner on what program will look like; form unity of vision for what you are trying to accomplish

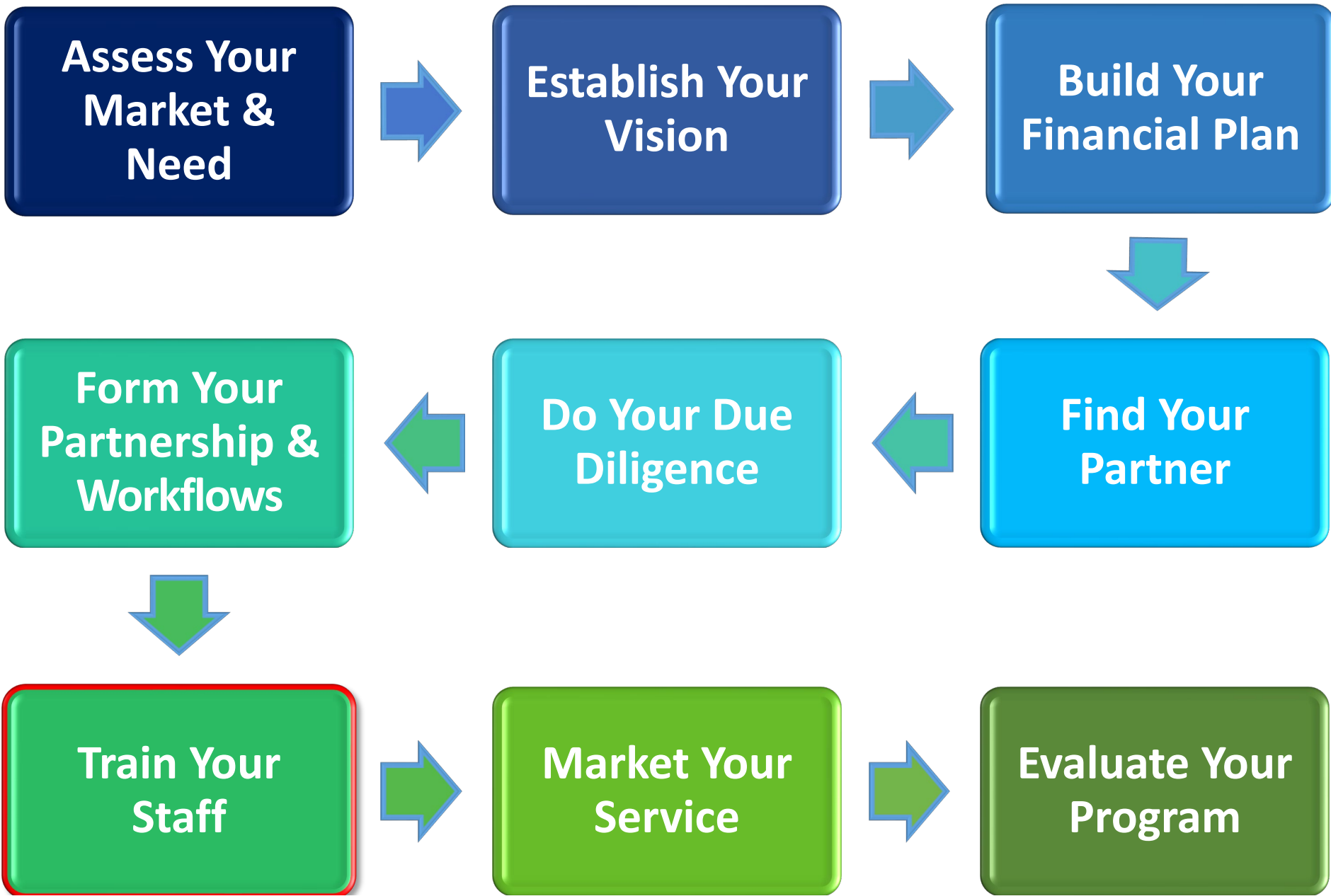
# Recognize You Are Changing the Status Quo

Form Your  
Partnership &  
Workflows

- Identify and leverage the proponents/champions: CMO, CNO tend to be important sponsors
- Identify and embrace the outliers: Reach out, make them part of the process, hear and address their concerns
  - e.g., “Big Brother”: eICU does not mean you are being watched 24/7; just that trends are being identified that need your attention
  - e.g., Will I have to become a technical expert?
  - e.g., Will my patients receive care as good as in person?

# Standards and Guidelines

- ATA Practice Guidelines:
  - Multiple specialties including telepathology, teleICU, telemental health, teledermatology, telerehabilitation, home telehealth, diabetic retinopathy
  - Also primary and urgent care, telepresenting, and core operational guidelines
  - Remote healthcare data management
  - others

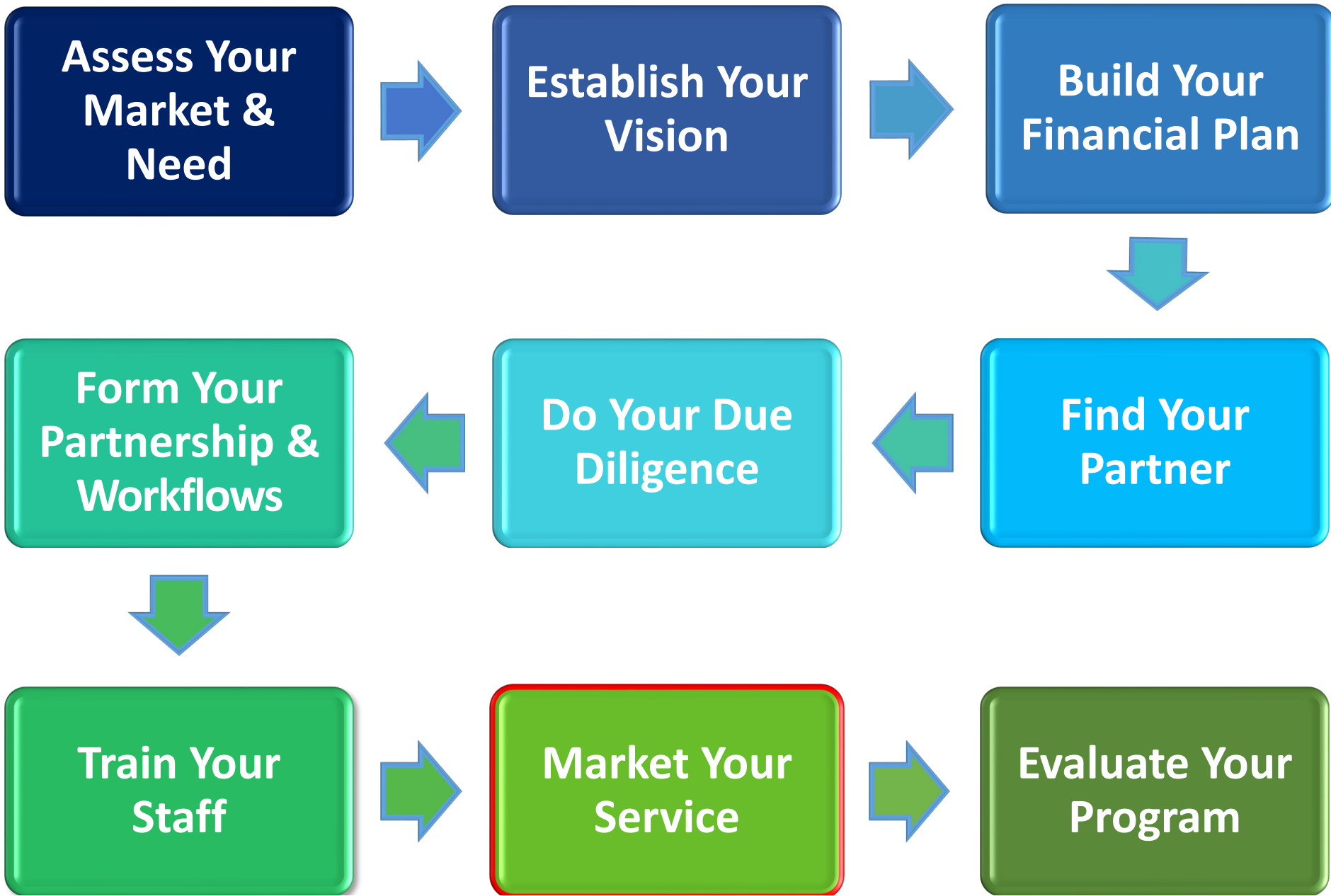




# Train Your Providers & Staff

# **Train Your Providers & Staff**

- **Telemedicine is an integrated component of your institution or practice and should be part of the normal position expectations**
- **Determine who needs to be trained (usually everyone)**
- **Determine content & extent of training needed for each position involved**
- **Determine how to provide the training & how often (for new users as well as refresher training)**
- **Evaluate training results**



Market Your Service

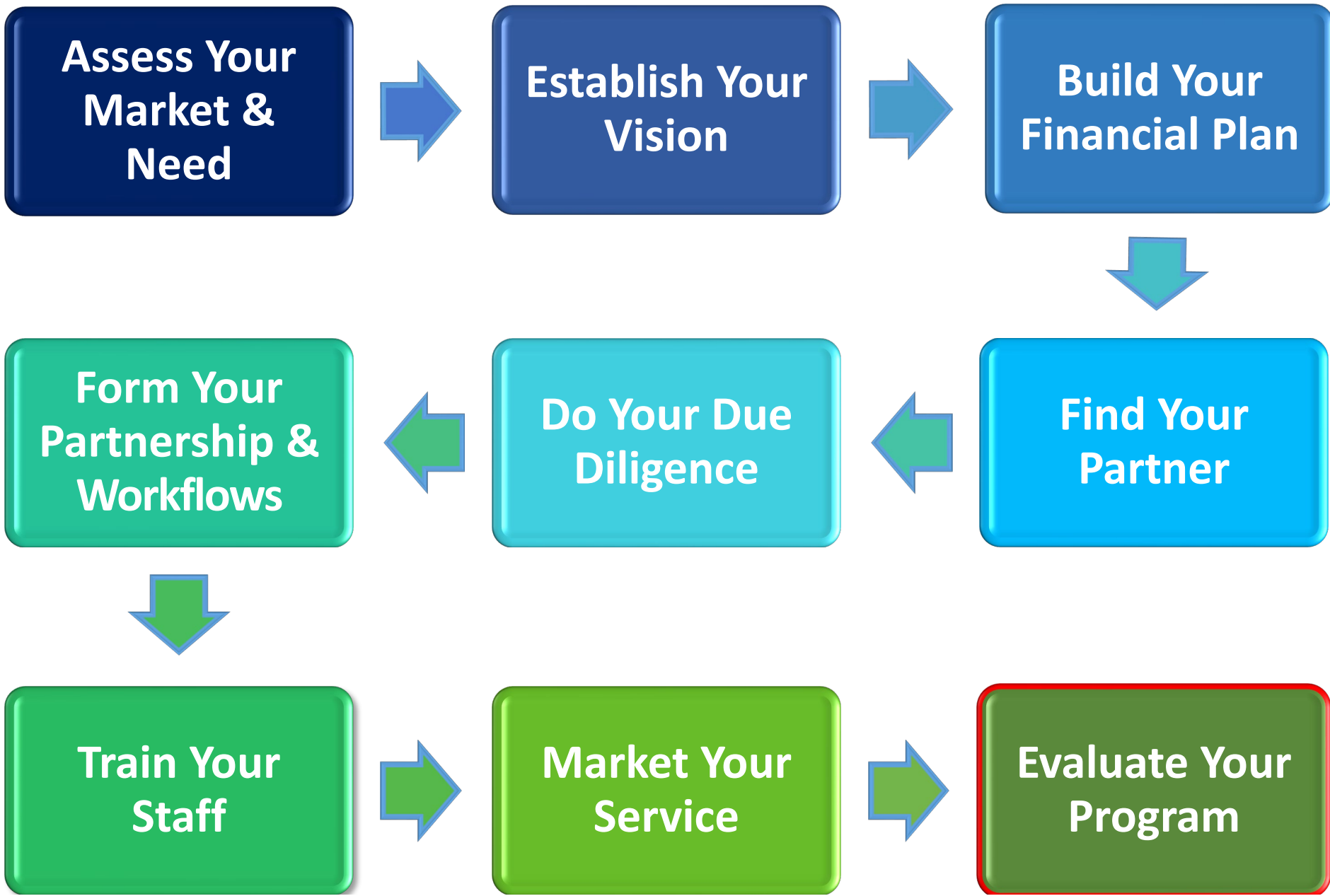
# Marketing Internally

**Market Your  
Service**

- **Let people & stakeholders know what your results are**
  - **Consult numbers**
  - **Patient outcomes**
  - **Patient satisfaction**
  - **Staff satisfaction**
- **This is a team process; be transparent**
- **Invite input/suggestions**
- **Tell them in more than one way (meetings, website, emails, etc.)**

# Marketing Externally

- **Let your community know there is a new service available**
  - **Press release**
  - **PSA**
  - **Website and web content marketing (SEO)**
  - **Blog with email updates/sign-up**
  - **Letter to patients**
  - **Success stories**
  - **Social media**
- **Cite partner experience & successes**



# Evaluate Your Program



# Evaluation: How to Start

- View transition on a relative basis:
  - Have we improved?
  - In what ways?
  - To what extent?
- Use measurable, objective data – choose metrics in advance
- What are you concerned with?

# What to Measure

- Patient-centered outcomes (e.g., clinical markers, reduced hospital stays)
- Provider-centered outcomes (e.g., diagnostic accuracy, efficiency & efficacy)
- Business outcomes (e.g., increased profits, reduced travel costs)
- Technical outcomes (e.g., faster network, more reliable communications, redundancy, better peripheral technology)
- Program outcomes (e.g., more sites added to network, number of consults, is the program growing?)

Evaluate Your  
Program

# Evaluation Resources

- Southwest Telehealth Resource Center Online Learning Module: [Evaluation](#)
- [Telehealth Resource Centers Toolkits](#)

# Questions!

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