



# North Country Telehealth Conference



## Hybrid Care Delivery: The Best of Both Worlds






**Christian Milaster**  
Founder & President  
Ingenium Digital Health Advisors





**Ingenium**  
Digital Health  
Advisors

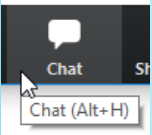
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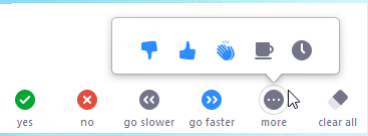

# Making the most out of Zoom


- Keep your video on – it's much nicer to present to real people
- Please keep yourself muted until the Q&A
- Use the Chat function to
  - post your questions for the Q&A
  - report technical questions to Kathy
- Provide feedback via the Participants' window







Chat (Alt+H)






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## Participant Poll

1. What type of organization do you represent?
2. In your organization, what are the biggest obstacles to Hybrid Care?  
(select all that apply)

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## About Christian



33 years



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# Digital Health Advisors Consortium

BREADTH



Peter Caplan, MCPD, MS  
Telehealth Strategy & Implementation Advisor



Christian Milaster, MS  
Founder, President  
Digital Health Transformation Advisor



Sam Lippolis, MPA  
Physician Practices Telemedicine Advisor



Kathy Letendre, MBA  
Operational Excellence Advisor



Joe McMenamin, MD, JD  
Digital Health Legal Advisor



Jordana Bernard, MBA, FATA  
Telehealth Policy & Reimbursement Advisor



Erikan Hassan, PharmD, FCCM  
Acute & Critical Care Advisor



Stacey Robertson, MFA  
Digital Health Marketing Advisor



Tom Davis, MD  
Physician Telemedicine Advisor



Jay Ostrowski, MA, LPC-S  
Tele Behavioral Health Advisor



Bonnie Britton, MSN, RN  
Remote Patient Monitoring Advisor



Mike Patterson  
Telehealth Technology Advisor



Lacey Hart, MBA  
Patient Safety and Healthcare Delivery Advisor



Judy Chan, MPH  
Patient Experience Advisor

DEPTH



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# From Remote Care to Hybrid Care

Telehealth Defined

Hybrid Care Goals & Definition

Why Hybrid Care?

Implementing Hybrid Care

Q&A

Wrapup & Bonus

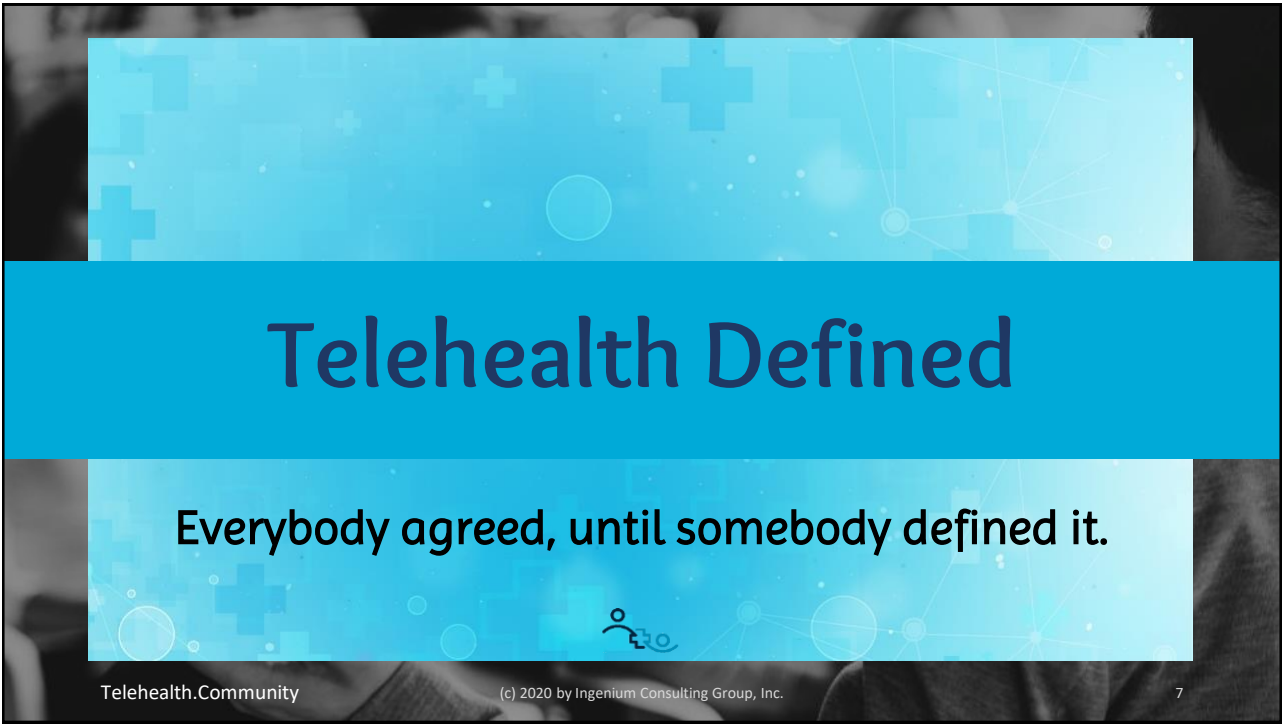


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# Telehealth Defined

Everybody agreed, until somebody defined it.

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*Everybody agreed, until somebody defined it...*

## Telehealth



Delivering Care at a Distance

## Telemedicine

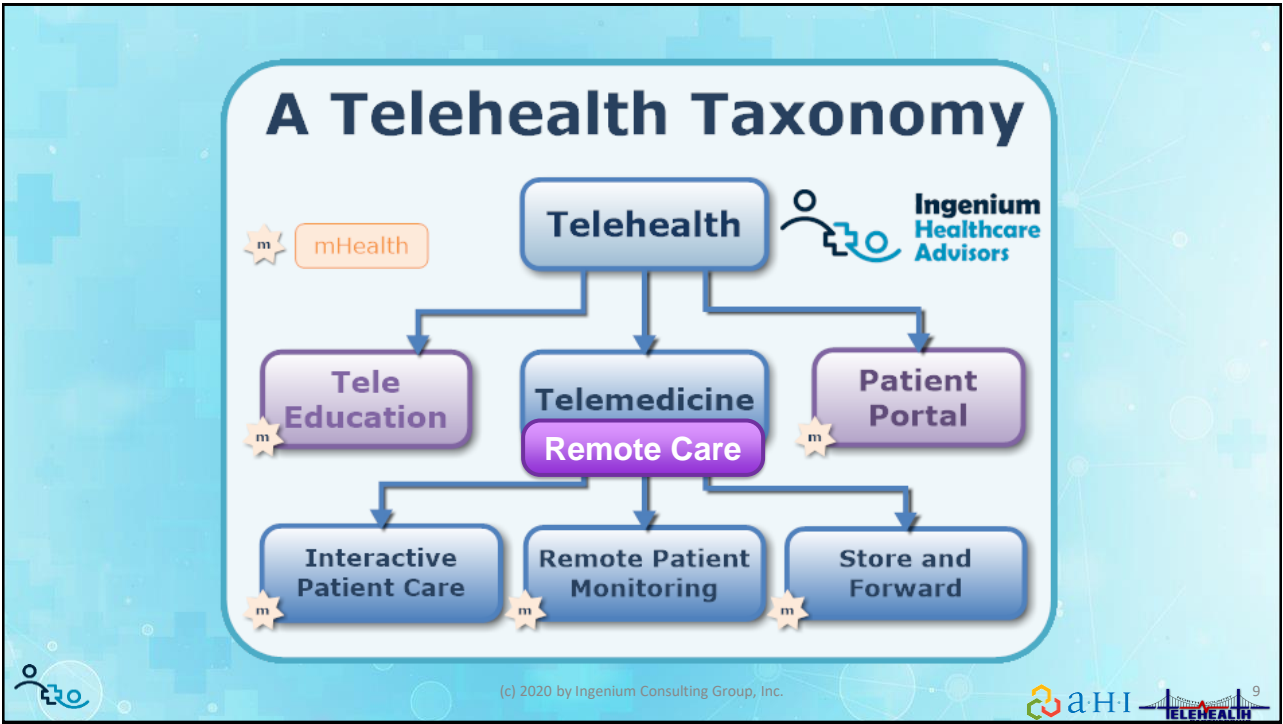
Practicing Medicine at a Distance

## Remote Care

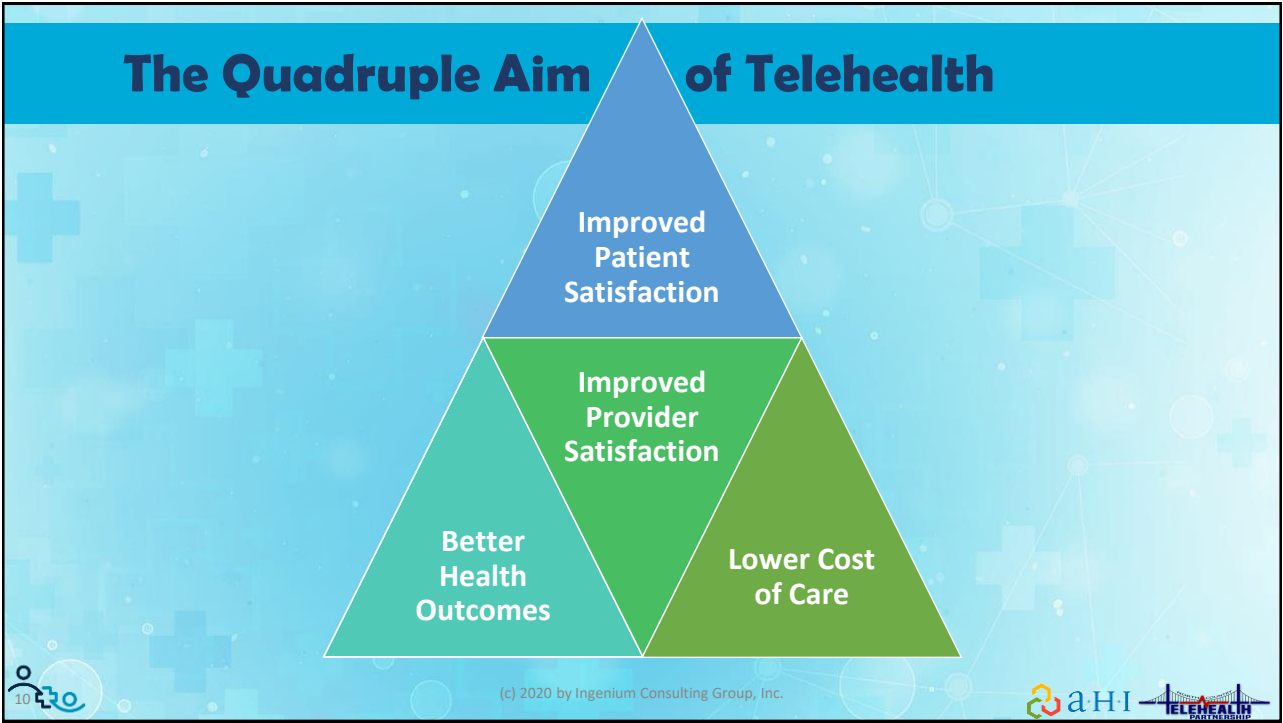
Connecting with Patients at a Distance

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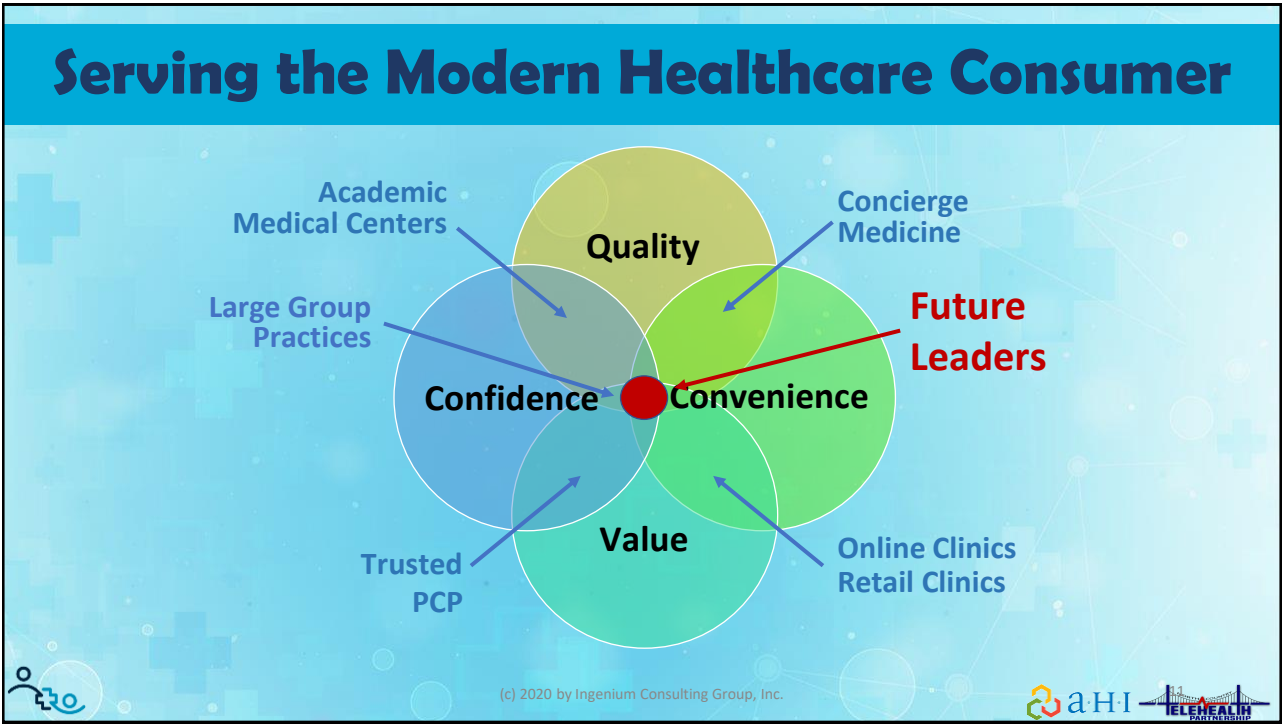


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# Hybrid Care Goal

## Patient Care Goal 2020

Safely Operating at 100% Capacity.

Getting Care to Patients:  
When they Need it.  
Where they Want it.  
How they Want it.



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



# Hybrid Care Definition


## Hybrid Care in 2020

Offering Patients In-Person and Virtual Care Visits  
to keep Patients, Clinicians and Staff Safe  
by using Virtual Care Visits  
to reduce the number of in-person visits  
to ensure adherence to physical distancing guidelines


**Goal: Operating at 100+% Capacity**




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# Why Hybrid Care?







Safety




Cost



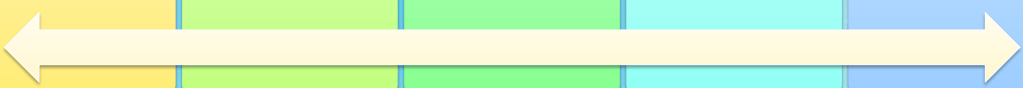
Flexibility




Patient Needs





Viability of Virtual Care







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# Why Hybrid Care?





## SAFETY

- Ensure Physical Distancing
  - Reduce In-Person Care Visit Volume (50-60% of usual capacity)
- Minimize Exposure / Waiting Room Time

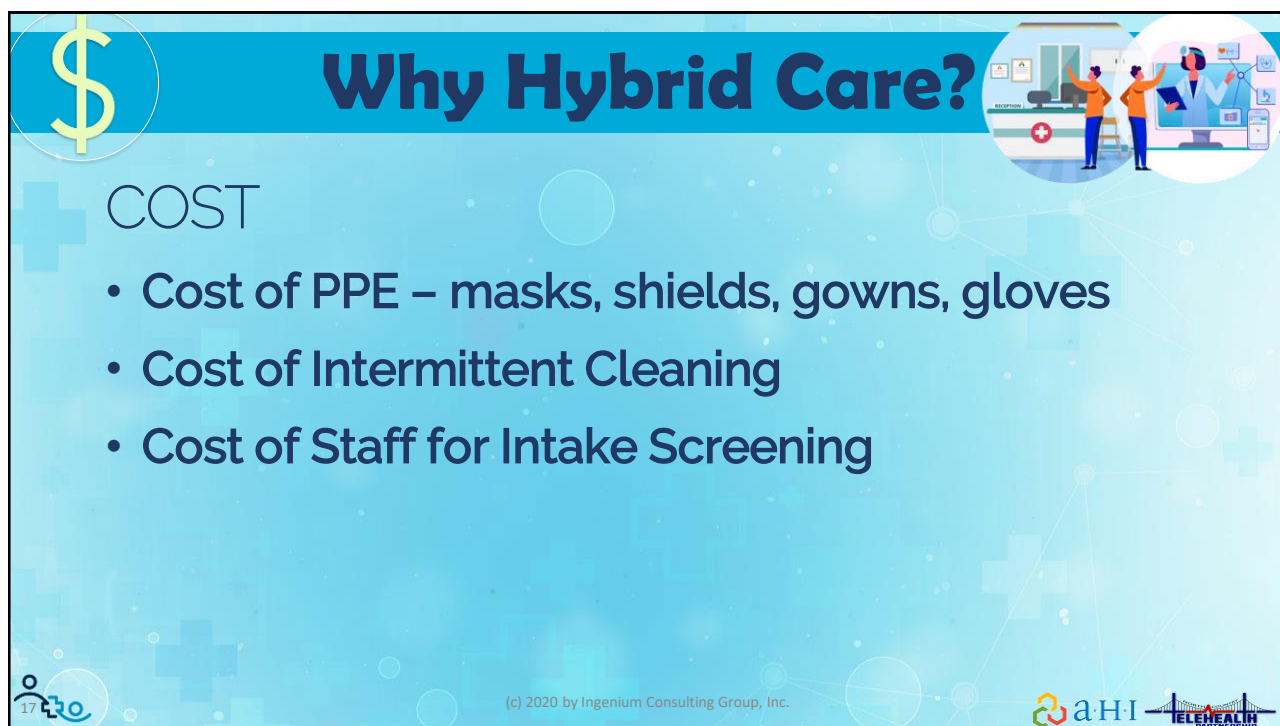


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Slide 17 features a blue header with a yellow dollar sign icon on the left and a circular inset on the right showing two healthcare workers in orange scrubs interacting with a large screen displaying a telehealth interface. The main title "Why Hybrid Care?" is in large white font. Below it, the word "COST" is written in large white font. A bulleted list follows, detailing the costs of PPE, intermittent cleaning, and staff for intake screening. The background is a light blue with a pattern of white and light blue geometric shapes. At the bottom left is a small icon of a person with a plus sign, and at the bottom right are logos for aHI and TELEHEALTH PARTNERSHIP.

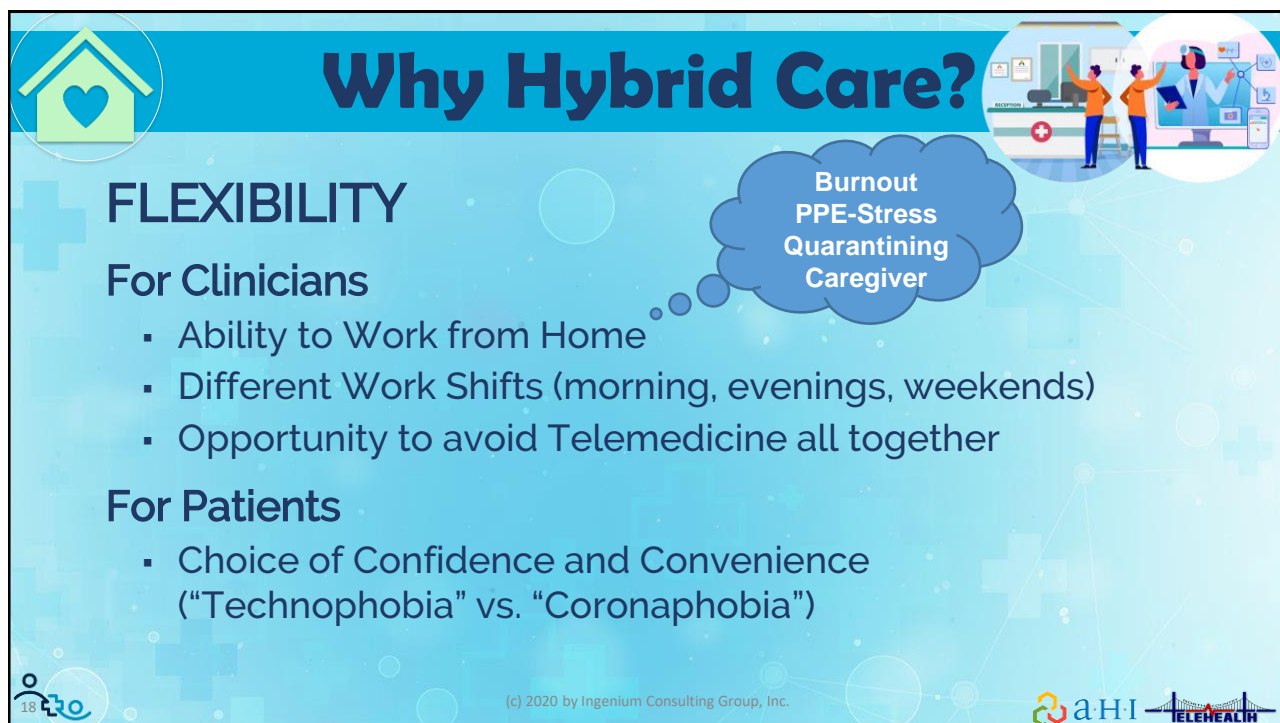
## Why Hybrid Care?

### COST

- Cost of PPE – masks, shields, gowns, gloves
- Cost of Intermittent Cleaning
- Cost of Staff for Intake Screening

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Slide 18 features a blue header with a green house icon containing a heart on the left and the same circular inset of healthcare workers on the right. The main title "Why Hybrid Care?" is in large white font. Below it, the word "FLEXIBILITY" is written in large white font. The content is divided into two sections: "For Clinicians" and "For Patients", each with a bulleted list of benefits. A blue thought bubble with white text is positioned to the right of the "For Clinicians" list. The background is a light blue with a pattern of white and light blue geometric shapes. At the bottom left is a small icon of a person with a plus sign, and at the bottom right are logos for aHI and TELEHEALTH PARTNERSHIP.

## Why Hybrid Care?

### FLEXIBILITY

#### For Clinicians

- Ability to Work from Home
- Different Work Shifts (morning, evenings, weekends)
- Opportunity to avoid Telemedicine all together


#### For Patients

- Choice of Confidence and Convenience ("Technophobia" vs. "Coronaphobia")


Burnout  
PPE-Stress  
Quarantining  
Caregiver

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# Why Hybrid Care?





## PATIENT NEEDS


- Many Patients are avoiding "going to the doctor"
- Many patients love the convenience of Virtual Care
- Getting care virtually while Covid-19 positive
- But: Some patients don't have the technology, connectivity, or trust in virtual care.
- And: Not all conditions can be diagnosed virtually.




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# Why Hybrid Care?





## VIABILITY OF VIRTUAL CARE

- Telemedicine Works! Proven, Reliable, Secure.
- Patients Love It!
- Many physicians in many organizations are having great experiences.
- Care Quality vs. In Person Care
  - in most cases is deemed equivalent
  - in some cases is deemed better
  - in rare cases is deemed insufficient





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# Why Hybrid Care?







Safety




Cost



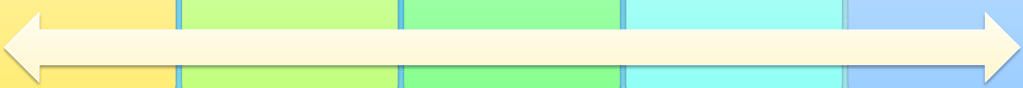
Flexibility




Patient Needs





Viability of Virtual Care






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
# Implementing Hybrid Care





Optimize  
In Person Care

Optimize  
Virtual Care

Implement  
Hybrid Care



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# Implementing Hybrid Care



## Optimize In Person Care

- Workflows: Screening, Intake, Visit, Discharge
- Optimize for minimal interactions: patient to staff, patient to patient
  - Map Out Patient Movement
- Standard Operating Procedures for PPE Use, Cleaning





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# Implementing Hybrid Care

## Optimize Virtual Care

### 6 Hallmarks for Telehealth Success

1  
**New Clinical Service Mindset**

2  
**Workflow drives Technology**

3  
**Physician & Staff Training**

4  
**Pre-Visit Telemedicine TechCheck**

5  
**Metrics driving Quality**

6  
**Internal Pre-Auth**







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# Implementing Hybrid Care



## Implement Hybrid Care

- Scheduling Models
- Work Locations









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# Implementing Hybrid Care: Scheduling



## Swiss Cheese Model: Telehealth Visits interspersed with In-Person Visits

## Block Cheese Model: Schedule Telehealth Visits in multi-hour blocks






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# Scheduling


Implement Hybrid Care




**Swiss Cheese Model:**  
Telehealth Visits interspersed with In-Person Visits





**Block Cheese Model:**  
Schedule Telehealth Visits in multi-hour blocks






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# Implementing Hybrid Care: Scheduling



Buffer Times  
between In-Person Visits  
for personal hygiene/PPE changes

Minimize Virtual Wait Times  
patients have no patience for  
waiting “on camera” longer than 5 minutes





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## Implementing Hybrid Care: Work Location

- Allow & Encourage Clinicians and Staff to Work From Home
- Part Time Remote Work (1-3 days or half days a week)
- Full Time Remote Work for staff at higher risk
- Provide Technical & Emotional Support (combat frustration & isolation)



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## Implementing Hybrid Care: Work Location

Convert Some Exam Rooms into  
Telehealth Rooms

Telehealth Room for Clinicians

Telehealth Room for Patients





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# Implementing Hybrid Care: Key Factors





Hybrid Care is a Workflow Challenge

map workflows, design new workflows,  
document workflows, measure workflows


Training & Support

workflows, technology  
scheduling, communication




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# Implementing Hybrid Care: Managing Change



Awareness	Desire	Knowledge	Ability	Reinforcement	CHANGE!
Awareness	Desire	Knowledge	Ability	Reinforcement	Confusion
Awareness	Desire	Knowledge	Ability	Reinforcement	Resistance
Awareness	Desire	Knowledge	Ability	Reinforcement	Reluctance
Awareness	Desire	Knowledge	Ability	Reinforcement	Frustration
Awareness	Desire	Knowledge	Ability	Reinforcement	Backsliding




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### Telehealth Project Health Checkup



*Send me an email  
to request your free copy of our  
Telehealth Project Health Checkup!*

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# Wrap Up & Bonus

Telehealth.Community

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## Key Takeaways Telehealth

Telehealth is  
Delivering Care at a Distance

Telehealth is a  
New Clinical Service Offering

Telehealth requires  
New Workflows & New Policies  
Training & Support ♦ Marketing & Publicity  
Designated Leadership & Change Management



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## Key Takeaways: Hybrid Care



Hybrid Care is  
Delivering Care at a Distance and In Person

Hybrid Care is  
*The New Way to Deliver Clinical Care*

Hybrid Care requires  
Coordination, Communication  
New Paradigms: Work Location & Schedule  
Designated Leadership & Change Management




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# Success Accelerator: Define & Assign who's in charge



Clinical Leadership

Operational Leadership

Technical Leadership


Executive Leadership

Executive

Clinical



Technical

Operational



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# CONTACT

Thank You!



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# CONNECT



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[/in/ChristianMilaster](https://in/ChristianMilaster)




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# Ingenium Telehealth Tuesday



## IngeniumDigitalHealth.com/newsletter

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# Webinar Evaluation

1. Attending this webinar was a valuable use of my time.
2. I will apply something I heard on today's webinar to my work.
3. Would a complimentary 30-minute consulting session with Christian be of value to you?

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Thank You!



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COMPLIMENTARY

# Addendum: Optimizing Telehealth

Launch, Measure, Improve, Repeat


Telehealth.Community

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# 6 Hallmarks Whitepaper



### Ingenium's Six Hallmarks of Excellent Telehealth Services

1  
New Clinical Service Mindset

2  
Remote Care Telemedicine

3  
Quality Focus


4  
Consistent Internal Pre-Auth


5  
Pre-Visit Patient Tech Evaluation

6  
User Training



## The 6 Hallmarks of Excellent Telemedicine Services

By Christian Milaster  
Founder & CEO of Ingenium Digital Health





Email me for a copy of the Whitepaper  
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# Start with the End in Mind

## What does Successful Telehealth Look Like?

Satisfied Patients


Satisfied Clinicians

Satisfied Staff



Pre-Covid Volume

100% Reimbursement

Excellent Clinical Quality



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# 6 Critical Hallmarks for TH Success

1

New Clinical Service Mindset

2

Workflow drives Technology

3

Physician & Staff Training

4


Pre-Visit Telemedicine TechCheck

5



Metrics driving Quality

6

Internal Pre-Auth



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# New Clinical Service

1

New Clinical Service Mindset

IT

Pts

MDs

RNs

MA

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\$\$\$

PR

Tele Health Team

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# Workflow drives Technology

2

Workflow drives Technology

Don't put the horse behind the cart

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Everybody Practices on Top of their License

First, design your clinical, operational, and financial workflows

Then select the technology that best fits your needs

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## Physician & Staff Training

3  
Physician  
& Staff  
Training

### ☑ Design Training for Everyone

- Schedulers, PSRs, Front Desk
- Physicians, Clinicians, Allied Health
- Billing Staff

### ☑ Create "Cheat Sheets"

### ☑ Create brief videos



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## Pre-Visit TechCheck

4  
Pre-Visit  
Telemedicine  
TechCheck

### ☑ Evaluate the video-readiness for every new patient!

### ☑ Designate tech-savvy staff with great customer service skillset

### ☑ Train & Support!

### ☑ Build self-service page for patients

### ☑ Track success and audit process



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## Metrics driving Quality

5  
Metrics  
driving  
Quality

- ☑ Quantitative Data Collection is Crucial
  - surveys of patient, provider, staff
  - best way to engage clinicians
- ☑ Define goals and predefine actions
- ☑ Act on the data



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## Internal Pre-Authorization

6  
Internal  
Pre-Auth

- Current Reimbursement is available for almost all or many telehealth services.  
But Reimbursement Regulations will change.
- ☑ Establish centralized authority to stay abreast of legislation
  - ☑ Implement preemptive pre-authorization for any scheduled telehealth visit NOW.



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