



Telehealth and Team-Based Care: The Shift to Telemedicine and Navigating Potential Pitfalls

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Objective

Improve Patient Care and Caregiver Engagement
Through Collaboration and Streamlined Processes
Adapted to a Telemedicine Environment

CONFIDENTIAL AND PROPRIETARY

Telemedicine and Team-Based Care (TBC)

Prepare yourself, and empower your team to optimize the utility of telemedicine, leveraging the unique skills of each Caregiver to benefit the care team and your patients by learning about:

- Team-Based Care, an historical perspective
- Telemedicine Acceleration
- The Perils and the Promise of telemedicine
- 5 steps to implement Team-Based Care in telemedicine
- Logistical pearls for telemedicine
- Practice transformation tools and resources available from the AMA



Looking Back...

Team-Based Care

A higher efficiency practice model, designed to:

- Increase accessibility
- Improve quality of patient care
- Increase patient throughput
- Gain efficiency
- Improve satisfaction and engagement at all levels (physician, employee, and patient)

Team-Based Care

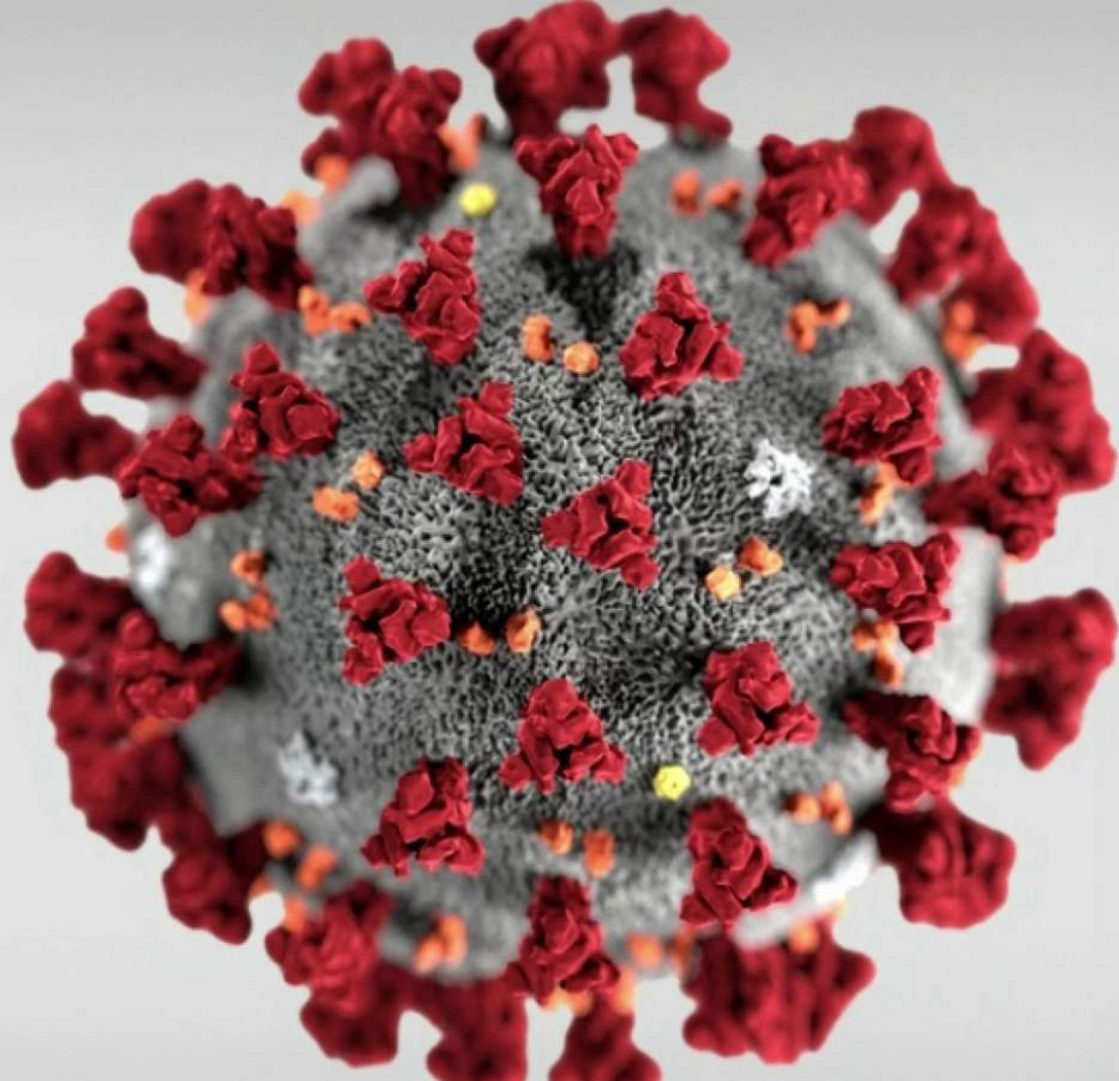
A Team-Based Care model utilizes a team-approach in caring for patients

- Responsibilities are delegated and shared
- Each individual in the chain of patient care functions to the highest level of their qualifications.
- Clinical Assistant provides real-time, in-room documentation and data-entry support

Telemedicine

Despite early adoption of digital care by Cleveland Clinic, telehealth represented less than 2% of the total care provided throughout our organization in early 2020 — an experience not unlike that of other large healthcare organizations¹.

¹Clinic C. Cleveland Clinic COVID-19 Response, Digital Health Playbook. <https://myclevelandclinic.org/-/scassets/files/org/landing/preparing-for-coronavirus/covid-response-digital-health-playbookashx?la=en>. 2020.



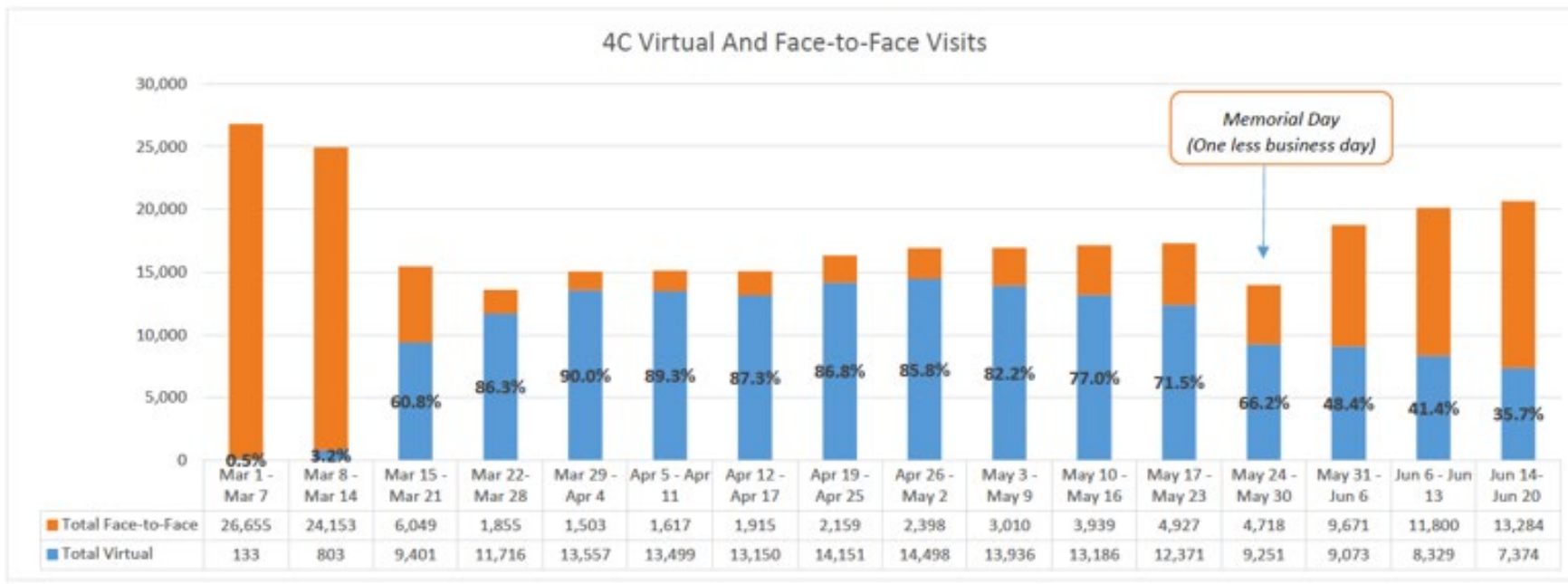


Looking around...

Primary Care F2F vs. VV

Cleveland Clinic Weekly Ambulatory Visits by Access Point

4C Virtual And Face-to-Face Visits



Telemedicine Acceleration

- Greatly accelerated due to COVID-19 pandemic
 - CMS Waivers
 - Suspension of pre-payment
 - Allowable platform options
 - Patient fear
 - Social/Physical distancing
- Significant percentage of patient encounters
 - 14% of all visits in the US by mid-April, 2020²

²Mehrotra A CM, Linetsky D, Hatch H, and Cutler D. The Impact of the COVID-19 Pandemic on Outpatient Visits: A Rebound Emerges, To the Point (blog), . *Commonwealth Fund*, May 19, 2020
<https://doi.org/10.26099/ds9e-jm36>. 2020.

Telemedicine Challenges

- Platform reliability
- Network limitations
- Hardware availability
- Battery life
- Video and audio quality
- Operator inexperience and error
- Portal access
- Mobile app requirement

Telemedicine Perils

- Excluded from previous care model innovation
- “Doctor-does-it-all”
- Regression rather than progression
- “Distracted Doctoring”
- Inadequate patient evaluation



Looking ahead...

The Promise For the Future

As we develop new models of TBC for telemedicine, we are building on our experiences with TBC for in-office visits.



It is advantageous, however, a pre-existing in-office TBC model is not required



The Promise For the Future

5 Steps to Implement Team-Based Care in Telemedicine

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1. Define and Engage the team
2. Choose a model
3. Develop Team-based care workflows
4. Implement workflows
5. Iterate and optimize the model

Step 1: Define and Engage the Team

- Identify key team members
- Make a case for the need for change
- Include key stakeholders
- Value the perspective and experience of everyone
- Empower individuals in order to empower the team

Step 2: Choose a Model

- Discuss options as a team
- Weigh pros and cons of each
- Consider staffing and individual skill sets
- Commit together

Synchronous, Real-time Support

Model of Teamwork	Description	Workflow	Most appropriate use cases
Team-based care with synchronous (real-time) “in-room” support	Video or phone visit with nurse/MA present from start to finish of appointment	<ol style="list-style-type: none"> 1. <u>Pre-visit</u>: Nurse/MA virtually rooms patient (agenda setting, medication reconciliation and refills, care gap closure, home vitals, pre-visit lab result review) and pre-charting as appropriate 2. <u>Visit</u>: Nurse/MA stays online, drafting visit note (using documentation templates when able), pending orders, and completing billing in real-time, under physician/APP direction 3. <u>Post-visit</u>: Nurse/MA reviews visit and next steps with patient, engages patient in self-management support as appropriate, and arranges for next visit, either in person or virtual, along with pre-visit lab testing. The physician/APP reviews and completes visit documentation, signs orders, verifies billing. 	All virtual visit types, unless the patient requests the nurse or MA to leave during a portion of the visit

Asynchronous Support

Model of Teamwork	Description	Workflow	Most appropriate use cases
Team-based care with asynchronous support	Video or phone visit with Nurse/MA present during pre-visit and sometimes also during post-visit	<ol style="list-style-type: none"> <u>Pre-visit:</u> Nurse/MA virtually rooms patient (agenda setting, medication reconciliation and refills, care gap closure, home vitals, pre-visit lab result review) and pre-charting as appropriate (This may include pulling up a problem-focused note template and drafting the majority of the visit documentation, along with scheduling the next appointment with pended pre-visit labs.) <u>Visit:</u> Nurse/MA virtually hands the patient off to the physician/APP <u>Post-visit:</u> The physician/APP may modify the visit note documentation and orders, though much of the data entry is anticipated to be accomplished during pre-charting by the Nurse/MA 	Straightforward, single problem acute or chronic virtual visits (i.e. URI or controlled hypertension and diabetes)

Step 3: Develop Team-based Care Workflows

- Clearly define roles and responsibilities, ensure understanding and buy-in
- Look to existing standard work as a starting point
- Adapt to telemedicine platform
- Aim to mirror patient and caregiver experience with in-office encounters

Step 4: Implement Workflows

- Clearly define roles and responsibilities, ensure understanding and buy-in
- Set a date with an implementation timeline
- Start simple to get a quick win
- Build on success

Step 5: Iterate and Optimize the Model

- Regular team meetings
- Freely discuss what works well and what needs work
- Keep each other accountable
- Be flexible-adapt on the fly and codify
- Use patient feedback

A photograph of three medical professionals in white lab coats walking away from the camera down a bright, modern hospital hallway. The hallway has large windows and a clean, minimalist design. The text 'Top 10 Logistical Pearls' is overlaid in the center of the image.

Top 10 Logistical Pearls

Logistical Pearls

- Let patients choose their visit type
- Track appointment type demand
- Schedule enough time for virtual visits
- Establish expectations with patients
- Consider simulated practice visits

Logistical Pearls

- Have a back-up plan
- Help the patient assist with the exam
- Respect patient boundaries
- Respect provider boundaries
- Scheduling templates and tips

A close-up photograph of a person's hands typing on a silver laptop keyboard. The person is wearing a white long-sleeved shirt. In the background, a large, faint world map is visible, suggesting a global or international context. The overall scene is brightly lit, likely from a window, creating a professional and modern atmosphere.

Practice Transformation Tools and Resources Available From the AMA

PS2 Tools and Resources Available From the AMA

- Steps Forward Modules
- Workflow examples
- Clinical conditions and visit types
- FAQs
- Practice Transformation Team

<https://edhub.ama-assn.org/steps-forward>

UPCOMING COMPANION WEBINAR



Telemedicine and Team-Based Care: How to Engage Support Staff to Implement Team-Based Care in Telemedicine

James Jerzak M.D.
Physician Lead, Team-based Care
Bellin Health
Green Bay, WI

Thursday, October 29, 2020
12pm CST

The following additional AMA resources are available to support your physicians and staff during COVID-19:

- Caring for Caregivers during COVID-19
- AMA COVID-19 Resource Page for Physicians
- JAMA COVID-19 Collection

www.ama-assn.org

Upcoming Webinars

October 8	Caring for Healthcare Workers During a Crisis Jonathan Ripp, MD
October 13	Physician Stress During Times of COVID Mark Linzer, MD
October 14	Leading Through a Crisis: Communication During COVID Times Suja Mathew, MD
October 20	Telehealth Vendor Evaluation, Selection, and Contracting Stacy Lloyd, MPH
October 29	Telehealth and Team-based Care: How to Best Engage Support Staff to Successfully Implement TBC in Telemedicine James Jerzak, MD
November 10	How to Implement a Peer support Program During a Crisis Jo Shapiro, MD
November 12	Keeping Your Practice Open During COVID-19 Carol Vargo, MHS
December 3	Organizational Culture and Physician Well-being Kevin Taylor, MD



For questions, please email
Action.Labs@ama-assn.org

Question & Answer

Thank you for participating in this AMA webinar!

The moderator will now facilitate the Q&A portion of the event.