

**ILLUSTRATIVE SCENARIO**

# Viridian Family Practice – Primary Care Video Visits\*

**AMA Return on Health**

**STRATEGIC GOALS**

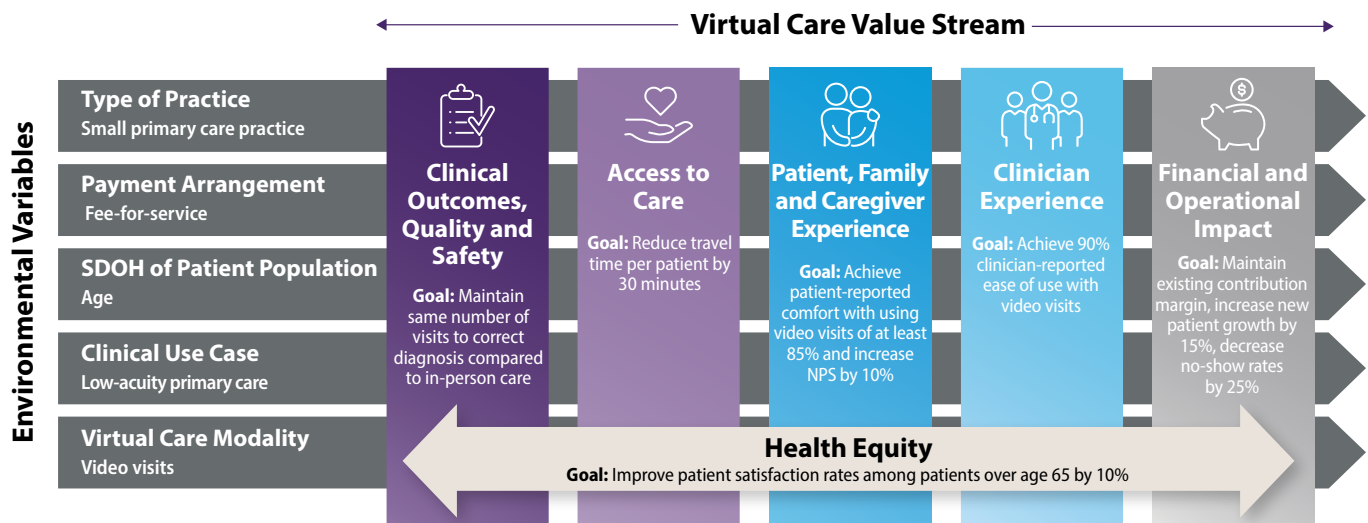
Viridian Family Practice has decided to adopt primary care video visits in order to:

- Attract/acquire new patients.
- Improve patient access and timeliness of care.

**DESCRIPTION**

Viridian Family Practice is a small, independent primary care practice located in a suburban area. With many primary care-focused digital health companies starting to offer primary care services via telehealth, the practice has decided to start offering patients the option of scheduling a video visit to address low-acuity clinical issues.

**FIGURE 19. VIRIDIAN FAMILY PRACTICE PRIMARY CARE VIRTUAL CARE PROGRAM AND IMPACT TARGETS**









The practice’s annual patient volume is approximately 7,000. The office is staffed by a physician, two nurse practitioners, two medical assistants and office staff. The practice has decided to organize telehealth alongside in-person service delivery by scheduling “telehealth-only days” wherein the physicians and nurse practitioners alternate days when they conduct

only video visits or in-person appointments. To determine which cases should be triaged for a video visit, the practice will utilize a clinical appropriateness protocol that provides a decision matrix to help office staff determine the types of patient issues for which a video visit may be offered to the patient as an alternative to an in-person appointment. For example, the

protocol permits the initiation of video visits to conduct medication adjustments, chronic disease management and counseling, and assessment of select conditions where a physical exam is not necessarily required, such as nonurgent behavioral health care. Ambiguous cases are reviewed by the practice’s nurse practitioners.

## IMPACT GOALS

VALUE STREAM	PRIMARY DRIVER	RELEVANT MEASURES	IMPACT GOALS
 <b>Clinical Outcomes, Quality and Safety</b>	Clinical quality and safety outcomes	Number of visits to correct diagnosis	Maintain the same number of visits to correct diagnosis as in-person care
 <b>Access to Care</b>	Availability of care	Median travel time per patient	Reduce average travel time per patient by 30 minutes
 <b>Patient, Family and Caregiver Experience</b>	Clinical and/or technology experience	Patient-reported comfort and ease of use	Achieve total patient-reported comfort with effectively using the video visit platform of at least 85%
		NPS	Increase scores by 10%
 <b>Clinician Experience</b>	Technology experience	Ease of use	Ensure that 90% of Viridian's clinicians find the video visit platform easy to use
	Work experience	Engagement and satisfaction with work	Improve engagement and satisfaction with work by 30%
 <b>Financial and Operational Impact</b>	Direct revenue	Direct contribution margin	Maintain existing contribution margin
	Indirect revenue	New patient acquisition	Increase new patient growth by 15%
	Operational efficiencies	No-show rate	Decrease no-show rate by 25%
 <b>Health Equity</b>	Equity in patient, family and caregiver experience	Relative improvement in satisfaction with care for older adults	Improve patient satisfaction rates among individuals over age 65 by 10%



## EXAMPLES OF ORGANIZATIONS WITH SIMILAR PROGRAMS

ORGANIZATION EXAMPLES	PROGRAM DESCRIPTION
<b><u>Walmart</u></b>	Walmart's Doctor on Demand program has offered medical and behavioral health visits to patients in Colorado, Minnesota and Wisconsin since 2019.
<b><u>Aledade</u></b>	In March 2020, Aledade and partner Updox launched a comprehensive telehealth solution to Aledade's national network of physician-led ACOs.
<b><u>Teladoc</u></b>	Founded in 2002, Teladoc offers virtual primary care services to members across the United States and other countries.
<b><u>Kaiser Permanente</u></b>	Kaiser began offering telehealth in 2016. Target conditions include cold and flu symptoms, minor injuries, and follow-up care for chronic conditions.
<b><u>OneMedical</u></b>	OneMedical offers subscribers 24/7 access to video chat and the ability to digitally renew prescriptions and communicate with clinicians via app.
<b><u>Doctor on Demand</u></b>	Founded in 2012, the company provides access to virtual appointments to address primary, behavioral and urgent care needs.

## Relevant Literature Supporting Illustrative Impact Estimates



### CLINICAL OUTCOMES, QUALITY AND SAFETY

- The NCQA Taskforce on Telehealth Policy [found](#) that nonurgent complaints in primary care settings, diagnostic accuracy and the likelihood of diagnostic error appear to be roughly comparable in tele-diagnosis versus face-to-face encounters.
- A 2014 [study](#) found that patients who used virtual primary care services were less likely to have a follow-up visit to any setting, compared with those patients who visited a physician's office or ED.



### PATIENT, FAMILY AND CAREGIVER EXPERIENCE

- A 2019 [study](#) found that 90% of patients were confident in the care they received through video visits.



### FINANCIAL AND OPERATIONAL IMPACT

- A 2019 [study](#) found that virtual primary care generated cost savings without an associated increase in overall follow-up rates or antibiotic use when compared with in-person urgent or primary care.

\* The entity referenced in this Illustrative Case is fictional. Individuals, business, events, and scenarios referenced are influenced by interviews and review of publicly available literature. Any resemblance to actual individuals, entities, or events is purely coincidental.