

Case examples

Below are two examples of organizations that have implemented care models that leverage digital care and illustrate several of the foundational pillars.

One Medical

One Medical is a human-centered, technology-driven, membership-based primary care practice. It offers integrated in-person care and 24/7 access to virtual care to provide a seamless and patient- and provider-centric care model.¹

FOUNDATIONAL PILLAR	ONE MEDICAL ACTIONS
 Build for patients, physicians and clinicians	<p>Patients have 24/7 access to digital health services and can easily navigate the platform to schedule appointments, review lab results, request a telehealth or in-person appointment, and message their care team. They have the option to communicate via various modalities, including messaging, text, voice and video. One Medical physicians and clinicians seamlessly communicate with team members across the country to review and collaborate on patient treatment plans. The practice's technology platform provides insights into patient needs to support care delivery and is designed to reduce administrative hassles. One Medical shares that <u>45% of members</u> use its digital services each month.</p>
 Design with an equity lens	<p>One Medical highlights its <u>LGBTQIA+ services</u>, noting its providers that specialize in LGBTQIA+ health and its compassionate and inclusive clinical environment. One Medical uses the patient's preferred name in their chart and offers gender-neutral bathrooms at clinics whenever possible.</p>
 Recenter care around the patient-physician relationship	<p>One Medical technology supports longitudinal relationship development between patients and providers. Regular engagement with the app, as well as relationships nurtured through digital outreach and responsiveness, <u>builds trust between members and physicians and advanced practice providers</u>.</p> <p>One Medical members average <u>10 engagements per year</u>—eight digital and two in-person.</p>
 Improve and adopt payment models that incentivize high-value care	<p>A <u>recent study</u> found that One Medical members had 45% lower per member per month spending on a risk-adjusted basis than a matched cohort had.</p>
 Create technologies and policies that reduce fragmentation	<p>One Medical has established relationships with primarily brick-and-mortar health networks, augmented by clinical and digital integrations. These relationships enable coordinated care with partner facilities and specialists as needed. For example, hospital admissions/emergency room visits are <u>coordinated for seniors with real-time notifications to One Medical providers</u>.</p>
 Scale evidence-based models quickly	<p>One Medical has national digital coverage and presence in <u>25 markets</u>, with four market entries planned for 2022. Its membership grew to 736,000 in 2021, a <u>34% increase from 2020</u>, and by 307% since 2016. One Medical works with over 8,000 companies to provide care to employees as a benefit.</p>

¹ In July 2022, Amazon and One Medical entered into a definitive merger agreement in which Amazon will acquire One Medical. The Federal Trade Commission is reviewing the merger.

Mayo Clinic and the OB Nest model

OB Nest is a digitally enabled care model for low-risk pregnancies developed and rigorously researched and tested by Mayo Clinic clinicians. The model was developed by the Mayo Clinic Center for Innovation in collaboration with the Department of Obstetrics and Gynecology. It redesigns traditional prenatal care and leverages in-person and virtual care to offer a convenient, high-quality, patient-centric experience for expecting pregnant individuals.

FOUNDATIONAL PILLARS	MAYO CLINIC OB NEST ACTIONS
 Build for patients, physicians and clinicians	<p>The OB Nest model was developed with patient and clinician needs at its core. Clinicians evaluated Mayo Clinic’s standard practice of care by observing clinical encounters and interviewing pregnant patients, staff, physicians and midwives, and then developed and tested new approaches to care. The standard model of prenatal care is highly medicalized and was developed before virtual care and home monitoring were widespread and when fewer women worked outside the home. The OB Nest model transforms standard prenatal care and reduces office visits, leverages self-monitoring (e.g., fetal doppler and blood pressure equipment), encourages virtual communication, and offers a forum for virtual community building. Despite changes to the care model, Mayo Clinic maintains quality of care and meets the needs of patients and providers.</p>
 Design with an equity lens	<p>The OB Nest model was developed applying a human-centered design methodology. This design model incorporates <u>cultural, technical and financial constraints</u>. For example, OB Nest makes it easier for expectant mothers who live far away to receive care from Mayo Clinic clinicians and reduces costs from missing work, child care needs, etc.</p>
 Recenter care around the patient-physician relationship	<p>This model enables clinicians to focus more resources on high-risk patients while building relationships with all patients. OB Nest nurses maintain communication through synchronous and asynchronous virtual care modalities, supporting patients throughout their prenatal journeys and the OB Nest program.</p>
 Improve and adopt payment models that incentivize high-value care	<p>The existing care model is <u>paid for as bundled care</u>, allowing flexibility in providing digitally enabled hybrid care models, which enabled Mayo Clinic to innovate within a set fee schedule.</p>
 Create technologies and policies that reduce fragmentation	<p>The OB Nest model thoughtfully integrates in-person and virtual care in a seamless, coordinated manner. To support the program, Mayo Clinic developed a custom knowledge-based tracking system to track low- and high-risk patients with a dashboard to support care coordination and interventions.</p>
 Scale evidence-based models quickly	<p>The OB Nest model is an example of how clinical teams can thoughtfully rethink and design innovative and successful care models that incorporate appropriate in-person and virtual care. The OB Nest model has garnered interest nationally and internationally, and clinicians from the Mayo Clinic have worked with other <u>U.S. sites to establish similar models</u>.</p>