



Future of Health

Case Study: Oshi Health



Research collaboration led by

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*Inclusion in this case study does not imply any endorsement of an organization's or company's products or services by the AMA.

Case study introduction

Oshi Health is a virtual gastrointestinal (GI) clinic that was launched to augment GI services provided by traditional brick-and-mortar clinicians. Oshi contracts with health plans and employers for coverage and partners with physicians and other qualified health care professionals (primary care, GI clinics, etc.) on care delivery. This case study highlights how Oshi's program supports traditional brick-and-mortar practices and engages patients in between office visits with high-frequency, high-touch support.

Patients work with a multidisciplinary care team that supplements the care provided by the patient's existing primary care and GI clinicians. As described in **Figure 1** below, Oshi typically provides services that are not reimbursed by standard health plans. The care team includes GI-specialized registered dietitians, behavioral health clinicians, health coaches, care coordinators, advanced practice clinicians, and board-certified gastroenterologists, who all work together on the same iterative care plan with digital symptom tracking, educational resources, and 24/7 messaging. Oshi closely coordinates care with the patient's primary GI clinician and/or primary care physicians (PCPs), who receive clinical updates and monthly program reports from the Oshi care team regarding patient progress and care plans. While Oshi does not provide any in-person care (e.g., procedures, infusions), Oshi's care team takes a hands-on approach to coordinating any in-person care needs with local partners.

This enables a comprehensive hybrid model, combining the best of in-person and virtual care. Recent clinical trial results demonstrated a significant improvement in patient outcomes and experience and a reduction in avoidable costs as a result of the Oshi model. Oshi launched in early 2020 and has expanded its coverage to 22 states across the United States, now covering over 75% of the US population, with expansion planned for 2024. Patients receive care from Oshi through their health plan benefit—Oshi does not charge patients directly for its services.

The Oshi Health care model

The following figures depict the Oshi care model. **Figure 1** provides an illustrative example of a relationship between Oshi and a practice partner, highlighting how Oshi's model supplements reimbursable care provided by a traditional brick-and-mortar GI practice. **Figure 2** illustrates the hybrid patient experience and details examples of patient interactions with both a patient's traditional brick-and-mortar clinician and the Oshi care team.

FIGURE 1: Illustrative relationship between Oshi Health and practice partner

GI Practice Partner + Oshi

Reduce overhead while providing higher quality care with better patient satisfaction

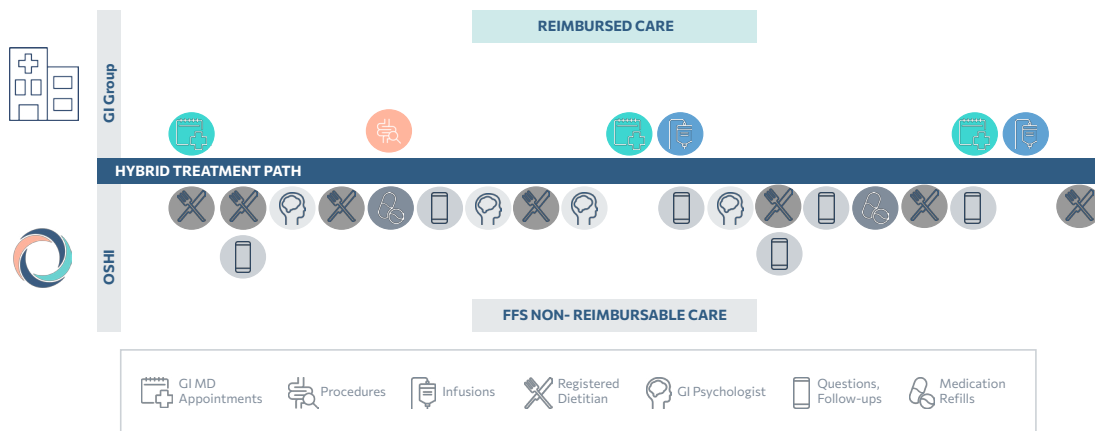


FIGURE 2: Oshi Health patient journey

Patient Journey - Hybrid Care



The Future of Health blueprint for optimizing digitally enabled care

How is Oshi Health leveraging the blueprint’s Foundational Pillars to achieve digitally enabled care?

The American Medical Association’s “[Closing the Digital Health Disconnect: A Blueprint for Optimizing Digitally Enabled Care](#)” report provides a blueprint to address the digital health disconnect and achieve optimized digitally enabled care. **Table 1** highlights how Oshi provides digitally enabled GI care to patients in partnership with brick-and-mortar clinicians and leverages the Future of Health Foundational Pillars.

TABLE 1: The Future of Health Foundational Pillars

THE FUTURE OF HEALTH FOUNDATIONAL PILLARS	OSHI HEALTH
Build for patients, physicians and clinicians	<p>Patients have 24/7 access to virtual multidisciplinary GI care and can easily navigate Oshi’s platform to schedule appointments or connect with any member of their care team. In partnership with a local clinician, Oshi’s care team develops and iterates on an individualized care plan for each patient as that individual’s needs evolve. Patients are also able to track diet and symptoms as well as receive disease education through the Oshi care team.</p> <p>In addition to appointment-based care where patients receive formal disease education, diagnoses, and treatment plans, Oshi’s registered dietitians, licensed psychologists, health coaches, clinical social workers, and advanced practice clinicians provide 24/7 phone and chat support and engage with patients to improve adherence to in-person GI care.</p> <p>The patient’s PCP and/or in-person GI team receive patient updates and monthly program reports from Oshi. They also benefit from reduced time spent answering questions in the electronic medical record (EMR), shifting the administrative burden to Oshi while maintaining visibility into their patients’ care.</p>
Design with an equity lens	<p>Oshi goes beyond translation services and customizes health, nutrition, diet, and exercise recommendations to be culturally and geographically sensitive. For example, patients’ care plans take into account ingredients accessible and native to their cultural background.</p> <p>Oshi’s model provides digital care to patients located in health care and food deserts who may not be able to conveniently travel to receive in-person subspecialty care.</p>

**THE FUTURE OF HEALTH
FOUNDATIONAL PILLARS**

OSHI HEALTH

Recenter care around the patient-physician relationship

Oshi technology supports a hybrid model for GI care for patients between visits with their brick-and-mortar gastroenterologist. Oshi offers a three-phase program in partnership with a clinician practice:

1. **Assessment (one to three weeks).** Care team reviews care plan and aligns on patient management with partner practice while providing disease education to patient.
2. **Whole-person therapy for initial treatment (three to six months of therapy and six to nine months of monitoring).** Oshi activates a multidisciplinary care team (registered dietitian, licensed psychologist, health coach, and care coordinator), overseen by GI-specialized advanced practice clinicians and a board-certified gastroenterologist, for unlimited appointments and 24/7 phone/text support until symptom control is achieved.
3. **GI medical home for ongoing care.** Oshi provides virtual long-term access to multidisciplinary care services and support for symptom escalation and biomarker monitoring.

Improve and adopt payment models that incentivize high-value care

Oshi has secured contracts with payers to cover its services and has developed the first true GI value-based contracts with various health plans and employers. Oshi offers customized bundled rates for each phase of care:

1. **Assessment.** Oshi receives a bundled payment for the patient during the planning and assessment phase.
2. **Whole-person therapy for initial treatment.** Under a value-based arrangement with the health plan or employer partner, Oshi receives a bundled payment for services, paid in installments based on patient outcomes, engagement, and satisfaction.
3. **GI medical home for ongoing care.** For patients who require ongoing access to multidisciplinary care, Oshi is paid a monthly fee, billed to the health plan.

Oshi designed this payment approach in response to challenges it faced when utilizing more traditional reimbursement models. This innovative approach to pricing creates a billing mechanism that can be utilized for other virtual-first multidisciplinary care delivery models. Oshi does not charge local PCPs/GI clinicians for any of its services. Patients receive care from Oshi through their health plan benefit—Oshi does not charge patients directly.

Create technologies and policies that reduce fragmentation

The Oshi platform integrates in-person and virtual care and enables the sharing of patient information across the care team (gastroenterologist, dietitian, nutritionist, etc.) through Oshi’s EMR and patient reporting systems.

Oshi provides appointment reminders for patients, and its dashboard enables patients to easily navigate the suite of services and care coordination provided by the care team. Oshi partners receive monthly program updates on patient enrollment and care progression.

Scale evidence-based models quickly

Oshi plans to scale access to its care model through partnerships with health plans and GI practices. Oshi is the preferred virtual GI clinician for Aetna and UnitedHealthcare and is currently operating in 22 states. Today, more than 20 million Americans have in-network covered access to Oshi.

Measuring the value of digitally enabled care

How is Oshi Health leveraging the Return on Health framework to assess impact?

AMA’s “[Return on Health: Moving Beyond Dollars and Cents in Realizing the Value of Virtual Care](#)” report articulates a framework to illustrate the various ways in which virtual care programs may increase the overall “return on health” by generating a positive impact for patients, clinicians, payers, and society going forward. **Table 2** includes the five environmental variables that can affect the value generated by any virtual care program and highlights the Oshi model. **Table 3** includes the six value streams that define the ways in which virtual care models can generate value and provides examples of how Oshi’s model drives value in a measurable way.

TABLE 2: Return on Health—Environmental variables

ENVIRONMENTAL VARIABLES	
Type of practice	Virtual multidisciplinary GI care, partnerships with GI and primary care practices.
Payment arrangement	Evolving from fee-for-service to bundled case rates over time.
SDOH of patient population	Broad.
Clinical use case	Digitally enabled ambulatory GI care.
Virtual case modality	Video visits, secure messaging, and other modalities.

TABLE 3: Evidence of impact across the Return on Health value streams

VALUE STREAM	EVIDENCE OF PROGRAM IMPACT
Clinical outcomes, quality and safety	Symptom control and improvement. A clinical study with a national payer in a large commercially insured population that involved more than 300 participants reported that 92% of participants experienced symptom improvement and control with Oshi. This contributed to a threefold improvement in quality of life, productivity, and control over stress/anxiety.

VALUE STREAM	EVIDENCE OF PROGRAM IMPACT
<p>Access to care</p>	<p>Hybrid model. As described earlier in this case study, Oshi provides patients with support between visits. Patients have virtual access to a multidisciplinary care team—including a registered dietitian, licensed psychologist, health coach, GI nurse practitioner, and care coordinator—overseen by gastroenterologists and GI nurse practitioners. Appointments are available within three days, and on average patients have scheduled their first GI visit within five days of signing up. Members take advantage of access to the multidisciplinary care team, averaging 10 visits over the first full year of care.</p>
<p>Patient, family and caregiver experience</p>	<p>Satisfaction with services. In the same clinical study described above, participants reported 98% satisfaction with Oshi and a greater than +80 Net Promoter Score.</p>
<p>Clinician experience</p>	<p>Reduce administrative burden. Oshi shared that program enables physicians to reduce EMR time and shift administrative burden to Oshi (e.g., prior-authorization).</p> <p>Clinician satisfaction. Oshi takes a data-driven approach to tracking clinician experience metrics and engaging with caregivers to help improve clinical workflows. In 2023, Oshi was named one of the Best Places to Work by Built In, an online community for National startups and tech companies. Clinician satisfaction among the Oshi care team is evident within the following metrics:</p> <ul style="list-style-type: none"> • Employee Net Promoter Score of 53.8% compared to the industry standard of 18% • 96% satisfaction with supervisor support • ~ 80% satisfaction with technology and training programs
<p>Financial and operational impact</p>	<p>Reduction in practice overhead. Partnering with Oshi enables brick-and-mortar GI practices to reduce clinical overhead and increase revenue while providing higher-quality care with better patient satisfaction. The Oshi care model has the potential to lessen the burden on call center and clinical staff while increasing the availability of new patient appointments and procedures.</p> <p>Savings and avoided health care utilization. In the same clinical study described above, the national payer found the following results after six months:</p> <ul style="list-style-type: none"> • \$6,724 in GI-related cost savings per patient (p < 0.0001) • \$10,292 in all-cause cost savings per patient (p = 0.0076) • 64% reduction in GI-related emergency room visits (p < 0.0001)
<p>Health equity</p>	<p>Measuring SDOH of patient population. Oshi is committed to ensuring that digitally-enabled care does not widen health care disparities. In addition to providing virtual-first access to complex sub-specialty care in rural areas with limited access to gastroenterologists, Oshi collects more than 300 social determinants of health (SDOH) measures for their patient populations. These measures include metrics on:</p> <ul style="list-style-type: none"> • Internet coverage • Transportation access • Food insecurity • Distance to nearest hospital/tertiary care • Commute time

Source: Data and materials provided by Oshi Health

