Adapting ITIL for Effective Telehealth Service Management

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Conflict of Interest

Shawn Valenta, RRT, MHA –
Has no real or apparent conflicts of interest to report.

Jillian Harvey, Ph.D –
Has no real or apparent conflicts of interest to report.
Agenda

• Telehealth Background

• Complexities of telehealth service development, implementation, and sustainability

• Ideas for telehealth best practices: The structured framework
Learning Objectives

• Recognize the complex factors that challenge effective telehealth service development, implementation and sustainability

• Describe the five phases of MUSC’s telehealth service management framework

• Identify key elements that contribute to a successful, sustainable telehealth service

• Explain how the RACI Matrix is applied to telehealth service management
Brief History of Telehealth

Virtual Health: Aligning Solutions With Enterprise-Wide Priorities. SG2 Intelligence 2014.
Background

- Obtaining timely healthcare services can be extremely challenging for patients who reside in rural or medically underserved communities.¹⁻²
- Telehealth appeal
  - Improve access
  - Improve quality
  - Reduce cost
Concerns

• Yet, telemedicine programs not widespread\(^3-5\)

• Small scale services poorly integrated into health systems\(^3, 6\)

• Large-scale IT projects have failure rates >30\%\(^7\)

• 75\% of successful telehealth pilots not sustained\(^8-9\)
Telehealth Evidence Base

Strength of Evidence

Program Strategy & Implementation
Outcomes for Certain Specialties
Delivery & Payment Models
Cost Effectiveness
Policy

Improved Efficiency
Process Measures
Travel Costs
Wait Times
Transportation

Home Monitoring
Psychotherapy Support
Access
Patient Satisfaction
Provider Technical Satisfaction
Telehealth Implementation Challenges

- Increasing Demand
- Insufficient Planning & Best Practices
- Resource Intensive
- Assessment & Evaluation
Telehealth Complexity

“Organizationally, telemedicine provides challenges to the traditional notions of regionalized health care systems” (Bashshur, 2007)

• Persistent problems have not been successfully addressed:4, 16
  – Relationships between traditionally competing delivery systems
    • culture, practices, business models, governance
  – Telehealth organizational structure
  – Operational system
  – Boundaries of planning regions
Current telehealth literature includes multiple & separate frameworks related to:

- Readiness Assessment
- Diffusion
- Implementation
- Evaluation

References: 4, 9
Factors that Impact Telehealth Success (Liezl van Dyk, 2014)

- Technology
- Organizational Structures
- Change Management
- Economic feasibility
- Societal impacts
- Perceptions
- User-friendliness
- Evaluation and Evidence
- Legislation
- Policy and governance

“A holistic implementation approach is needed”
Sustainable Telemedicine: Designing and Building Infrastructure to Support a Comprehensive Telemedicine Practice (Mayo Clinic Experience)

Analysis:

1. “Strategy…not clearly articulated”; priorities and scope not maintained
2. Services created from different practice areas resulted in variation, creating further challenges in providing operational support across the enterprise
3. Numerous stakeholders and competing priorities negatively impacted service development
4. Fragmented technology; no clear operational procedures

MUSC Center for Telehealth

- 13+ years of telehealth experience
- > 70 unique telehealth services
- A HRSA-designated National Telehealth Center of Excellence
- Coordinating entity of the South Carolina Telehealth Alliance (SCTA)

Executive Medical Director: Dr. Jimmy McElligott
Over 200 Connected Sites (>90% are non-MUSC)
Volume of MUSC Telehealth Interactions
Evolution of MUSC’s Telehealth Services

- Created a lot of pieces to service development (e.g. checklists)
- Experienced many growing pains
- “Concentration risk”

- **2005**
  - Maternal Fetal Telemedicine

- **2008**
  - Telestroke

- **2009**
  - ICU Telepsych

- **2013**
  - State telehealth funding infused by SC Legislature

- **2014-Present**
  - MUSC Center for Telehealth charged with accelerated growth of telehealth services
Initial MUSC Telehealth Goal

“Everything we do within our walls, we should do outside our walls”
Case Study 1: Inpatient Pediatric GI

- Single provider
- ‘Customized’ workflow
  - Not consistent across comparable services
  - Not mapped out
  - Confusion re: roles/responsibilities
- Poor communication with partner sites
- Inadequate training at partner sites
- No formalized evaluation plan

Low utilization
Low satisfaction
Case Study 2: Outpatient Transplant Nephrology

• Lack of provider champion engagement
• Workflow
  – Everything to everybody = multiple changes to workflow
  – Not formally mapped out
  – Confusion re: roles/responsibilities
• Service goal a moving target = delay and frustration
• No formalized governance
  – Response to partner site & internal providers = multiple tech change
• High provider/staff turnover
• No pro forma & unrealistic volume expectations
Processes to be Navigated in Telehealth Service Development

- Procurement
- Compliance
- Legal
- Provider engagement
- Reimbursement
- Protocols
- Strategy
- Technology
- Training
- Workflows
- Partnerships
Discovered ITIL
(Information Technology Infrastructure Library)

- Created by UK in 1980’s
- Detailed practices for IT service management
- Aligns services with business needs
- Used worldwide:
  - US Governments (States, Navy, Army)
  - Industry (Disney, Honda, Visa)
“Telehealth is a clinical service delivered over an IT service”

- Provided terminology and a standard framework
- Highlighted strengths & weaknesses
Telehealth Service Framework
Telehealth Service Strategy

- Defines scope of the service
  - Condition(s)
  - Location of patients
  - Type of providers
  - What problem is being solved?

Key Processes:
- Strategy Management
- Demand Management
- Portfolio Management
- Financial Services Management
- Business Relationship Management (BRM)
Thinking beyond “replicating care over distance”
MUSC Mission statement: “Telehealth for efficient, effective care”

Assess the impact on stakeholders:
1) Patients
2) Referring providers
3) Consulting providers
4) Payers
5) Health system (as a whole)
Telehealth Standardized Scoring Tool

Support of implementation
- Physician champion
- Provider capacity
- Strategic alignment

Potential impact
- Quality
- Cost
- Access to care

Growth opportunity
- Market size
- Saturation
- Demand
Telehealth Cardinal Sins

Setting up a telehealth program:

1. without provider engagement & availability
2. without a clear path from patient to technology
3. without an evaluation plan
4. untethered from organizational strategy
Telehealth Service Design

- Implement a **common architecture**
- Understand each “site of care” has different rules
- Draft clinical and operational protocols
- Customize test scripts
- Identify KPI’s
- Navigate compliance, legal, credentialing and EHR issues and processes

**Key Processes:**
- Design Coordination
- Availability Management
- Capacity Management
- Information Security Management
- Training Management (internal staff, providers, sites)
Design Coordination
– maintain coordination and control through a common architecture for all activities and processes

Strategy
Define scope of the service
• Condition(s)
• Location of the patients
• Type of providers
• What problem is being solved?

Design
- Clinical
  - Protocols
  - Workflows
  - Test Scripts
- Technology
  - Equipment and Site Assessment
  - Procurement
  - Installation
- Administrative
  - Legal
  - Credentialing - Regulatory
  - Billing - Compliance
- Outcomes
  - Performance Metrics
  - KPI Tracking
  - Outcomes Reporting

Transition
- Training
  • Equipment
  • Workflow
- Mock Calls
  • Technology Pre-check
  • Dedicated Support
- Go-Live
  • Dedicated IT and Operational Support

Operations
Meet the needs of the customers!
RACI matrix... through the common architecture

- **Responsible**
  - The person who actually carries out the process or task assignment
  - Responsible to get the job done

- **Accountable**
  - The person who is ultimately accountable for process or task being completed appropriately
  - Responsible person(s) are accountable to this person

- **Consulted**
  - People who are not directly involved with carrying out the task, but who are consulted
  - May be stakeholder or subject matter expert

- **Informed**
  - Those who receive output from the process or task, or who have a need to stay informed
Telehealth Service Transition

Design

Operations
Telehealth Service Transition

Movement from test to go-live

- Training – tech and workflow
- Mock calls (alpha – internal testing, beta – partner site testing)

Key Processes:
- Transition Planning & Support
- Data & Knowledge Management
- Change Management
Telehealth Service Operations

• High quality, reliable services

• Processes to manage “incidents”
  • any unplanned event that has a negative impact on normal operations

Key Processes:
• Incident Management
• Problem Management
• Access Management
Continual Quality Improvement

- Striving for high-reliability
  - Preoccupation with failure
  - Reluctance to simplify interpretations
  - Sensitivity to operations
  - Commitment to resilience
  - Deference to expertise

Key Process:
- 7-Step Improvement Process
Summation

• Telehealth journey is complex

• Success is achievable

• Structured implementation framework is major catalyst
Questions

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*Please complete online session evaluation
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