The Tech & Human Infrastructure For Hybrid Care: Coordinating Virtual, In-Clinic & In-Home Services

June 14, 2023 | 4:00 PM – 5:30 PM CT

LMCP Program

Dr. Doug Wright
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Health Center

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Agenda

1. Introduction

2. Case Study

   ▪ Dr. Doug Wright, Chief Operations Officer

      ▪ Southeast Kansas Mental Health Center

   ▪ Shawna Wright, Ph.D., LP, Director KU Center For Telemedicine & Telehealth

      ▪ University of Kansas Center For Telemedicine & Telehealth

3. Questions & Discussion

About Today's Session

Provider organization leaders are developing hybrid care models focusing on whole person needs. This involves identifying which services are most appropriate for each consumer population. To pull this off, hybrid systems need better data integration among various stakeholders and from provider organizations in the ecosystem, plus integration of virtual health-related activities into the day-to-day workflows of clinical professionals. Particularly to enable hybrid care models that combine online, in-person, and in-home care delivery.

In this session, hear from executives from provider organizations as they explore:

- Building hybrid service delivery systems, policies, and procedures
- Training and development of staff members to be hybrid proficient
- Using technology to optimize hybrid delivery systems

Hybrid Is Here To Stay

While there are not many specifics about the "next normal" for the health and human service, one thing we know is that virtual services are here to stay.

- Pre-pandemic use of telehealth was less than 0.01% of total visits, while that number increased by 80% in the first year of the pandemic.

We know that face-to-face services will be coming back so organizations have to have a plan for a hybrid service delivery.

In fact some service recipients are going to expect both types of sessions at different points in their treatment.

- Regulatory barriers to 100% virtual services remain

What Is Hybrid Service Delivery?

A consumer survey found that:

- Fewer than half of Americans want in-person mental health services and 26% of Americans have no preference for the modality (digital, video, or in-person) of mental health support.
- Parents are twice as likely as non-parents to select video counselling as their preferred modality for support, and nearly three times as likely to choose digital support.

A provider survey found that:

- Predicting that more than half of primary care visits in the future will be virtual.
- A majority say that virtual or hybrid treatment environments better fit the lifestyles of both providers and service recipients than solely in-person care
- Almost 60% would like to be licensed in multiple states to support virtual care

More Adoption & More Investment

Increased adoption of virtualized services is demonstrated by both governmental and commercial health insurance plans

Expansion of telehealth to complex populations, like I/DD consumers

Companies like Amazon and Walmart are both offering services to compete with private national providers of tele-delivered therapy and in-person Amazon Care options will launch in more than 20 cities.

Via private investment or strategic use of existing funds, many facility-based provider organizations are launching integrated virtual programs.

- These can span multiple disease states and treatment modalities, including medical solutions to people with chronic mood and addiction disorders resistant to conventional treatment methods, medical addiction support, group therapy, psychiatry, and counseling practices.
- Medication Assisted Treatment for opioid treatment has also been delivered virtually.

Overwhelmingly, the consumer population seems to want options hence the hybrid model in which both in person and virtual services are available.

Case Study

The Tech & Human Infrastructure For Hybrid Care: Coordinating Virtual, In-Clinic & In-Home Services

Doug Wright, PhD, LP

Chief Operating Officer

Southeast Kansas Mental Health Center

Shawna Wright, PhD, LP

Director

KU Center for Telemedicine & Telehealth

Clinical Assistant Professor, Dept. of Psychiatry and Behavioral Sciences

The University of Kansas Medical Center

Learning Objectives

- Discuss how to build hybrid service delivery systems, policies, and procedures

- Describe training and development approaches for staff members to be hybrid proficient

- Explain how to use technology to optimize hybrid delivery systems

Southeast Kansas Mental Health Center's Telehealth History

Pre-Covid

- Traditional; Hub and spoke; supervised site to supervised site
- **Only Psychiatry**

COVID PHE

- Direct to consumer
- Staff in-office or at a home office
- **Psychiatry, behavioral health, substance abuse counseling, case management**

Post-COVID PHE

- Traditional; Direct to consumer
- Staff in-office, at a home office, hybrid
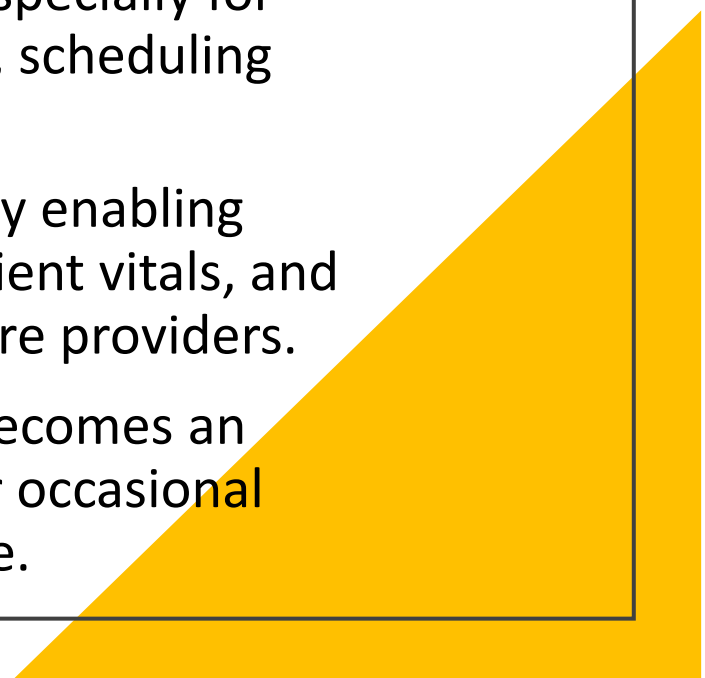- **Psychiatry, behavioral health, substance abuse counseling**

What is a hybrid care model?

- Hybrid care models combine online, in-person, and in-home care delivery to provide comprehensive and person-centered healthcare services.

- These models leverage technology to bridge the gap between traditional in-person care and virtual care, creating a seamless continuum of care.

- Hybrid care models enable healthcare providers to meet the diverse needs of clients *and staff* by offering flexibility, convenience, and personalized care options.

- Hybrid service delivery systems are crucial in addressing the evolving needs and preferences of clients **and staff** in the digital age.

- These systems ensure that healthcare organizations can adapt to the changing healthcare landscape, incorporating advancements in technology and meeting client expectations.

- Hybrid care models improve access to care by offering remote and virtual options, which is particularly valuable for clients in rural or underserved areas **and employers who face workforce shortages**.

- By integrating virtual health-related activities into day-to-day workflows, behavioral health care professionals can enhance efficiency, expand their reach, and improve client outcomes.

- Hybrid care models have the potential to reduce healthcare costs by optimizing resource allocation.

Hybrid models can benefit clients and healthcare professionals alike

Integrating virtual health activities into day-to-day workflows:

- Integrating virtual health activities into day-to-day workflows allows behavioral health care providers to expand their reach and offer care beyond traditional in-person visits.

- It enables greater accessibility to behavioral health care services, especially for clients who may face barriers such as distance, mobility limitations, scheduling constraints, lack of transportation, and stigma.

- Virtual health activities can streamline and enhance care delivery by enabling remote consultations, virtual follow-ups, remote monitoring of patient vitals, and real-time communication between clients and behavioral health care providers.

- Integration into day-to-day workflows ensures that virtual health becomes an integral part of the care delivery process, rather than an isolated or occasional service, leading to more comprehensive and consistent patient care.

Key elements for telehealth policy/procedure development

- Regulatory Compliance
- Privacy and Security
- Informed Consent
- Clinical Guidelines
  - Define Scope
  - Clinical Protocols
- Technology Requirements
- Provider Training and Credentialing
- Documentation and Record-Keeping
- Emergency Situations
- Client Communication and Education
- Continuous Quality Improvement

Strategies for overcoming barriers, such as resistance to change or technology adoption

Leadership Support and Engagement
Stakeholder Engagement and Education
Gradual Implementation and Pilots*
Clear Communication and Change Management

*Unless responding to a global public health emergency
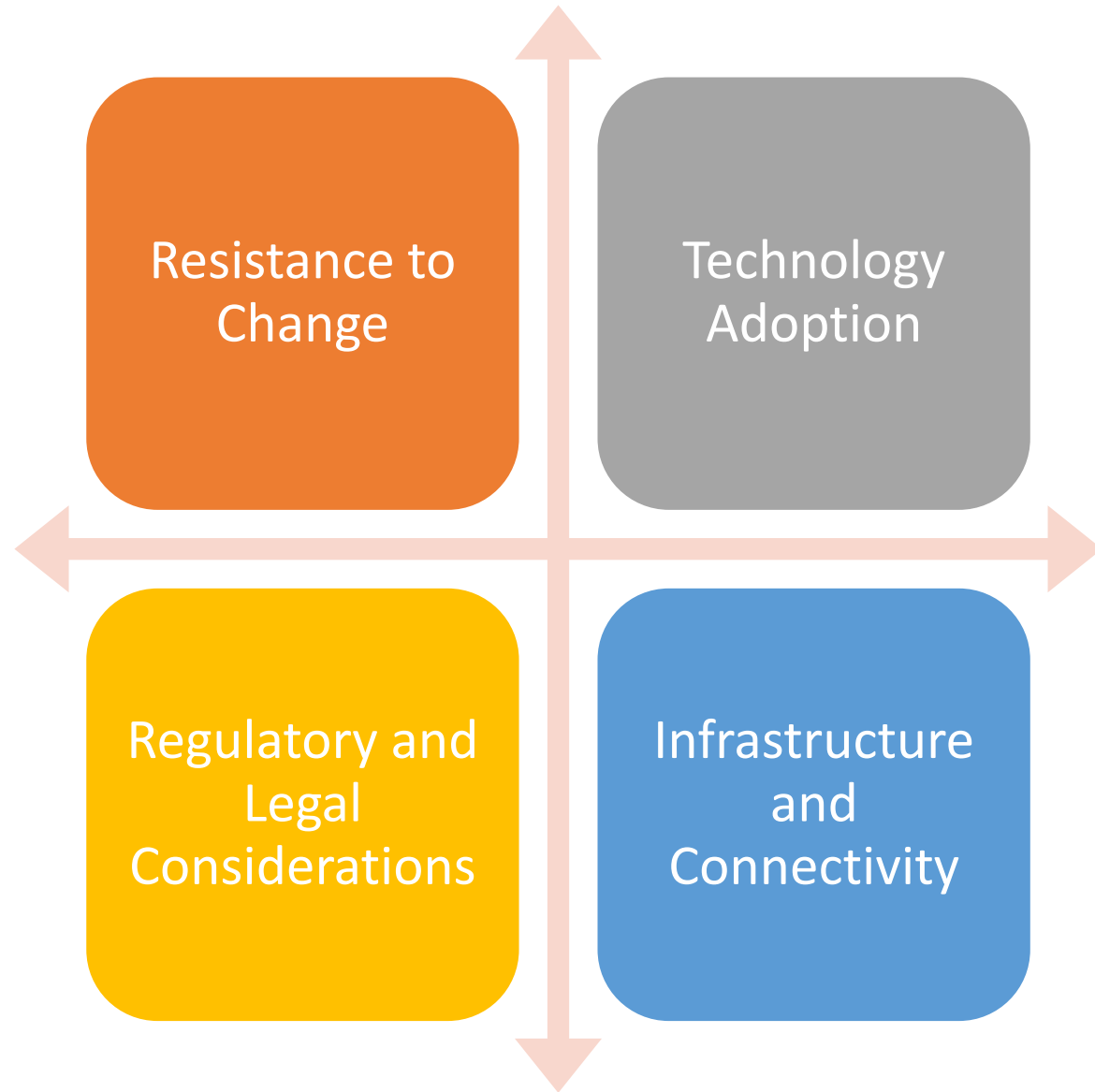
Successful change management practices in implementing hybrid care systems
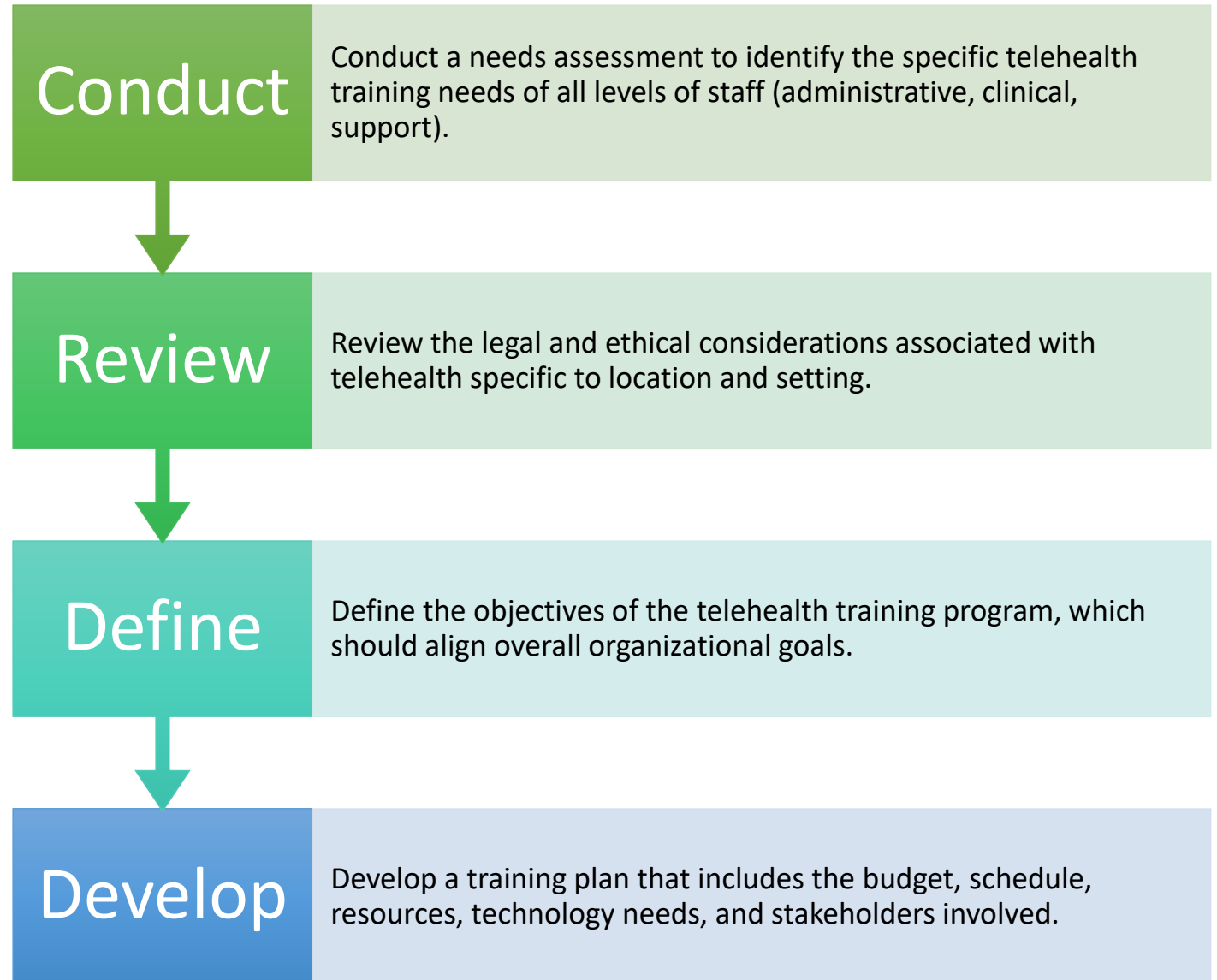
Engage Key Stakeholders

Training and Support

Monitor and Evaluate

Continuous Improvement

Developing a Telehealth and Hybrid Training Plan

Assessment and Planning

Conduct — Conduct a needs assessment to identify the specific telehealth training needs of all levels of staff (administrative, clinical, support).

Review — Review the legal and ethical considerations associated with telehealth specific to location and setting.

Define — Define the objectives of the telehealth training program, which should align overall organizational goals.

Develop — Develop a training plan that includes the budget, schedule, resources, technology needs, and stakeholders involved.

Clinical Training

Train staff on the adaptations needed to provide mental health services remotely, such as interpreting non-verbal cues through a screen or maintaining a therapeutic relationship virtually.

Discuss potential challenges in telehealth and strategies to manage these, such as managing crisis situations remotely, and navigating technical issues during sessions.

Conduct role-play scenarios or simulations to allow staff to practice new skills in a controlled environment.

Technical Training

Conduct training sessions on how to use the selected telehealth platform effectively.

- This should include troubleshooting common technical issues.
- This should also include parameters for transitioning to another mode of intervention

Train staff on securing a reliable internet connection, ensuring a quiet and private environment for sessions, and understanding the backup plan if technology fails.

Train clinical staff about telepresence, maintaining a virtual therapeutic frame, and assuring confidentiality and privacy.

Ethics and Legalities

Provide training on the ethical and legal considerations in telehealth, including client/consumer privacy and confidentiality, informed consent, and emergency management in a virtual setting.

Understand local and federal regulations around telehealth and ensure compliance with them.

Documentation and Billing

Train staff on documentation standards for telehealth, which might differ from traditional documentation.

Provide guidance on telehealth billing procedures, understanding telehealth-specific codes, and compliance with insurance requirements.

Client Engagement

- Educate staff on client-related aspects, such as guiding clients on how to use the telehealth platform, ensuring their comfort and understanding, and addressing any concerns or anxieties about telehealth.
  - Assure clients understand alternatives to telehealth interventions (informed consent)

Evaluation and Feedback

Develop a feedback mechanism to assess the effectiveness of the training program, identify areas for improvement, and update the program as needed.

Continually monitor the outcomes and impacts of the telehealth services and client satisfaction.

Ongoing Support and Training

Offer ongoing technical support for staff as they navigate the new telehealth platform.

Plan for regular refresher courses or advanced training sessions to keep staff up-to-date with changes in technology, regulations, and best practices in telehealth.

Telehealth & Hybrid Workflows

Workflow Integration

Integrate telehealth activities into existing clinical workflows to minimize disruptions and optimize efficiency.

This may involve:

- allocating specific times for telehealth visits (blocking time specifically for telehealth appointments)

- creating dedicated virtual care teams

- coordinating with support staff to streamline administrative tasks.

Best practices for workflow integration for hybrid care models

Plan and Prepare

Assess Patient Suitability

Implement Telehealth Technology

Establish Virtual Visit Protocols

Streamline Documentation

Coordinate Scheduling

Enhance Communication

Provide Technical Support

Collaborate with Support Staff

Supporting telehealth/hybrid staff well-being

Adequate Training and Resources

Workload Management

Efficient Scheduling

Clear Communication Channels

Peer Support and Collaboration

Training on Virtual Communication

Emotional Support

Continuous Education and Professional Development

Feedback and Evaluation

Recognition and Appreciation

Utilizing technology to optimize hybrid delivery systems

- Telehealth Platforms
- Electronic Health Records (EHRs)
- Mobile Applications
- Data Integration and Interoperability
- Remote Consultation and Collaboration Tools

Questions & Discussion

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