TELEHEALTH EVERYWHERE
Region's **Premier** Telehealth Conference 2024
Hyatt Regency - Bloomington
3200 East 81st Street | Bloomington, MN 55425
www.gptrac.org/conference
May 21-22, 2024

Enabling the sustainable delivery of extraordinary healthcare

With Virtual First to Virtual Mostly: The Future of Care Delivery

May 22, 2024

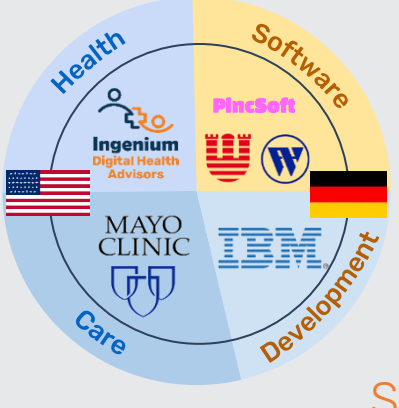
Christian Milaster
Founder & CEO
Ingenium Digital Health Advisors

Ingenium Digital Health Advisors

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1

About Christian



35+ years

"Optimizing Service Delivery"



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The Premise

With Virtual First
To Virtual Mostly



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Virtual First:



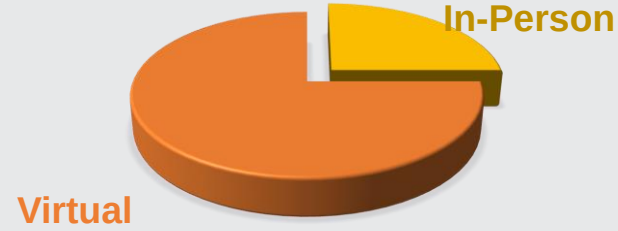
The first level of care
provided by a healthcare professional
is virtual
video visits | secure messaging | data review

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Virtual Mostly:

The majority of
outpatient care (80%+)
is delivered virtually.



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Why?

- ❑ Because it's expected of us.
- ❑ Because we can.
- ❑ Because it's feasible.
- ❑ Because it's viable.

→ *Alas, we must.*



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The Modern Healthcare Consumer



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Shift Happens

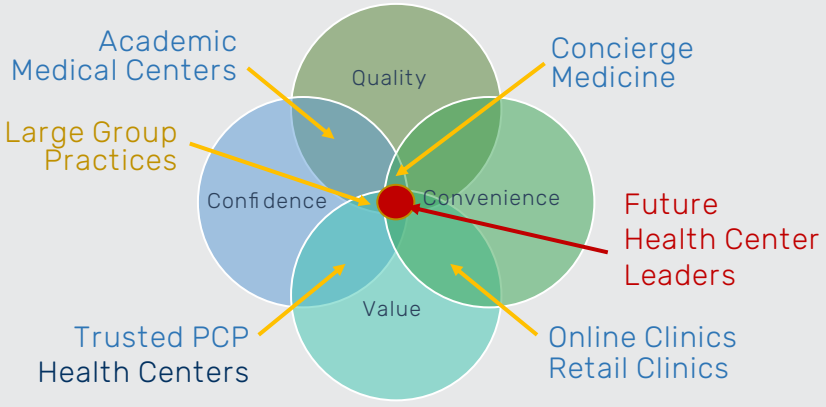
25 years ago: Finance	20 years ago: Commerce	15 years ago: Communication
• Online Banking • Online Trading • Online Payments • Currency Xfers • 24x7	• Amazon • BestBuy, JCPenney • Uber, Lyft • Kayak, Expedia • AirBnB • 24 x 7	• Facebook, Twitter, Snapchat • Messenger, WhatsApp, SMS/Texting • Facetime, Skype • 24 x 7

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Meeting the Needs of the Modern Healthcare Consumer

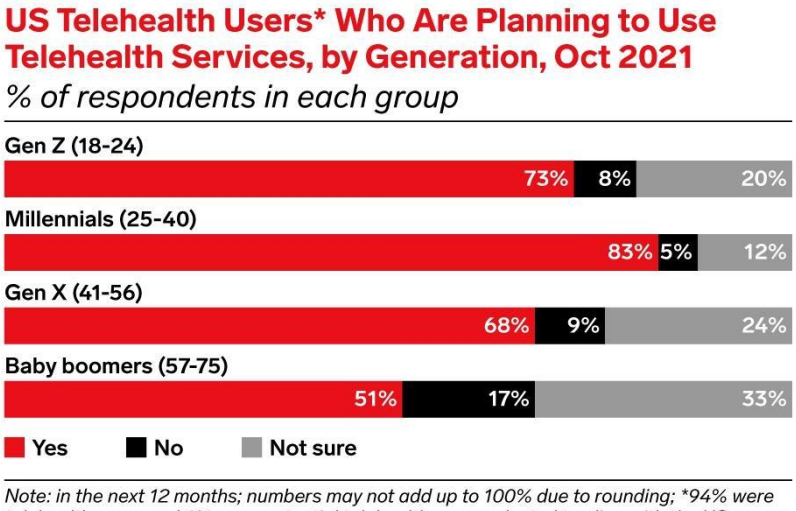


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US Telehealth Users* Who Are Planning to Use Telehealth Services, by Generation, Oct 2021

% of respondents in each group



*Note: in the next 12 months; numbers may not add up to 100% due to rounding; *94% were telehealth users and 6% were potential telehealth users selected to align with the US population on the criteria of age*
Source: Insider Intelligence, "US Telehealth Trends 2022," Jan 2022

271711 InsiderIntelligence.com

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Everybody agreed, until somebody defined it…

Telehealth
Delivering Care at a Distance

Telemedicine
Practicing Medicine at a Distance

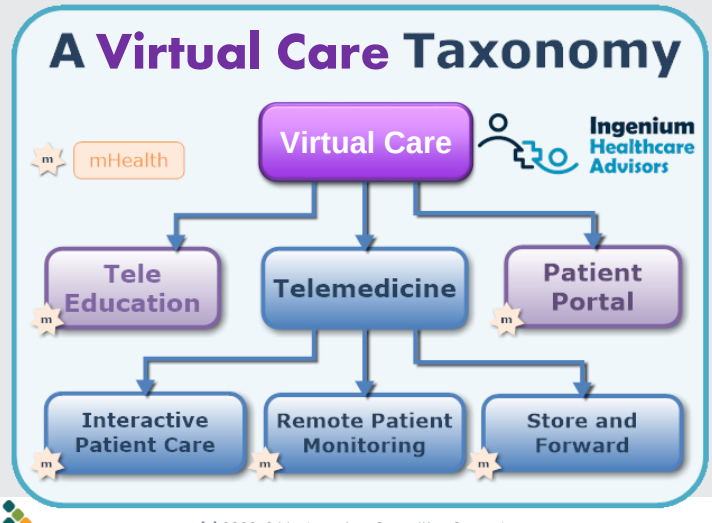
Virtual Care
Connecting with Patients at a Distance

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17

17

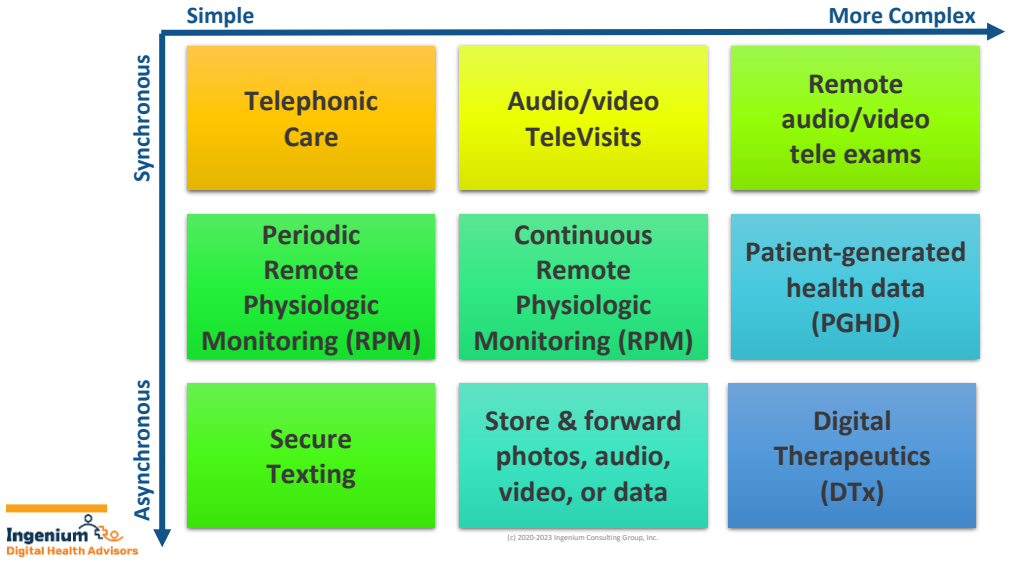
A Telehealth/Virtual Care Taxonomy



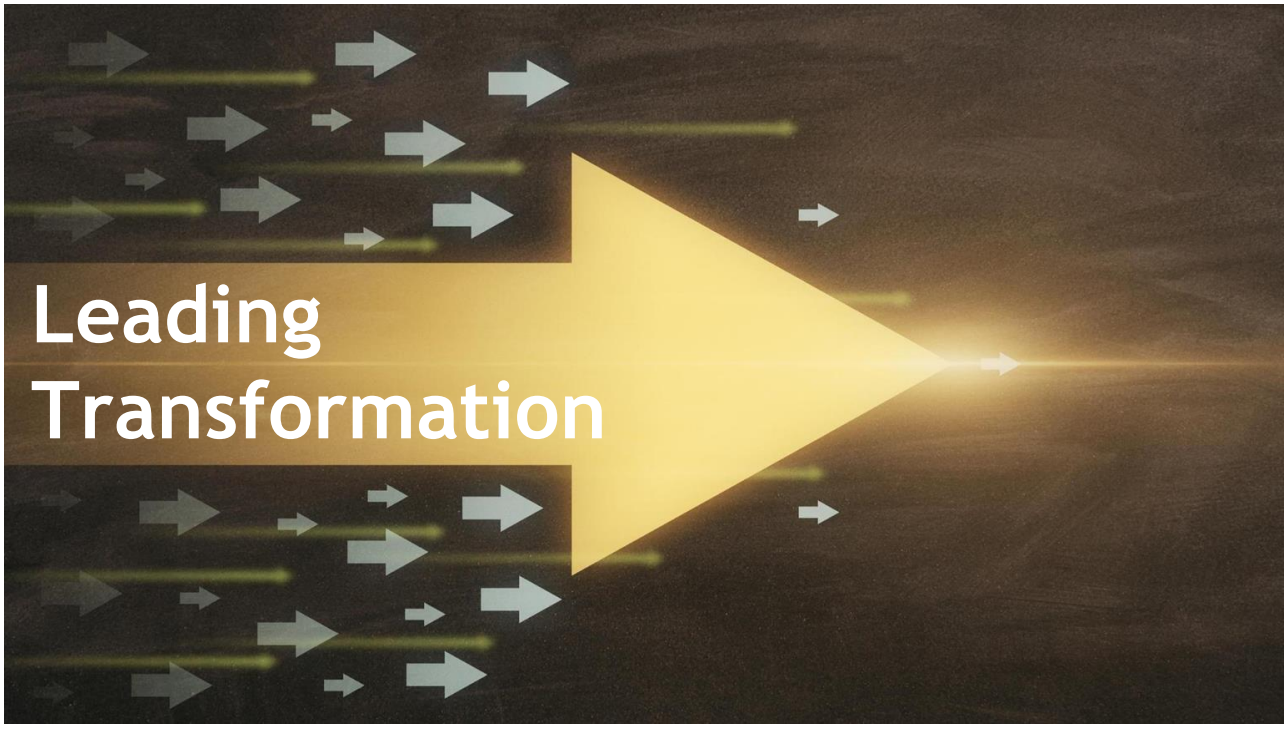
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9 Common Virtual Care Modalities



19



20

The Problem

The Problem in Healthcare is not the Lack of Innovation

The Problem is the Slow Pace of Innovation Adoption



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Why So Slow?

- Healthcare is inherently Risk Averse, Conservative
  - Average adoption of Landmark Clinical Trial Result by 50% of physicians: 17 years!!!
- Quality of Care & Revenue not aligned
- Very little experience with Critical Leadership Tools:

strategy execution, fact-based management, project management, change management, design thinking, workflow design, agile deployment

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Virtual Care is a STRATEGIC TOOL



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Virtual Care Supports Achieving Strategic Priorities

Service	Quality	People
Improved Convenience "One-stop shopping" Additional Service Lines	Timelier Access Improved Care Transitions Improved Continuity of Care	Attract & Retain Talent Practice on Top of License Work Schedule Flexibility
Finance	**Growth**	**Community**
Increased Revenue Reduced Cost (e.g., ReAdx) Reduced Penalties	Expanded Geographic Reach Competitive Advantage Increased Pt. Retention	Reduced Travel Chronic Dx Management Health Education

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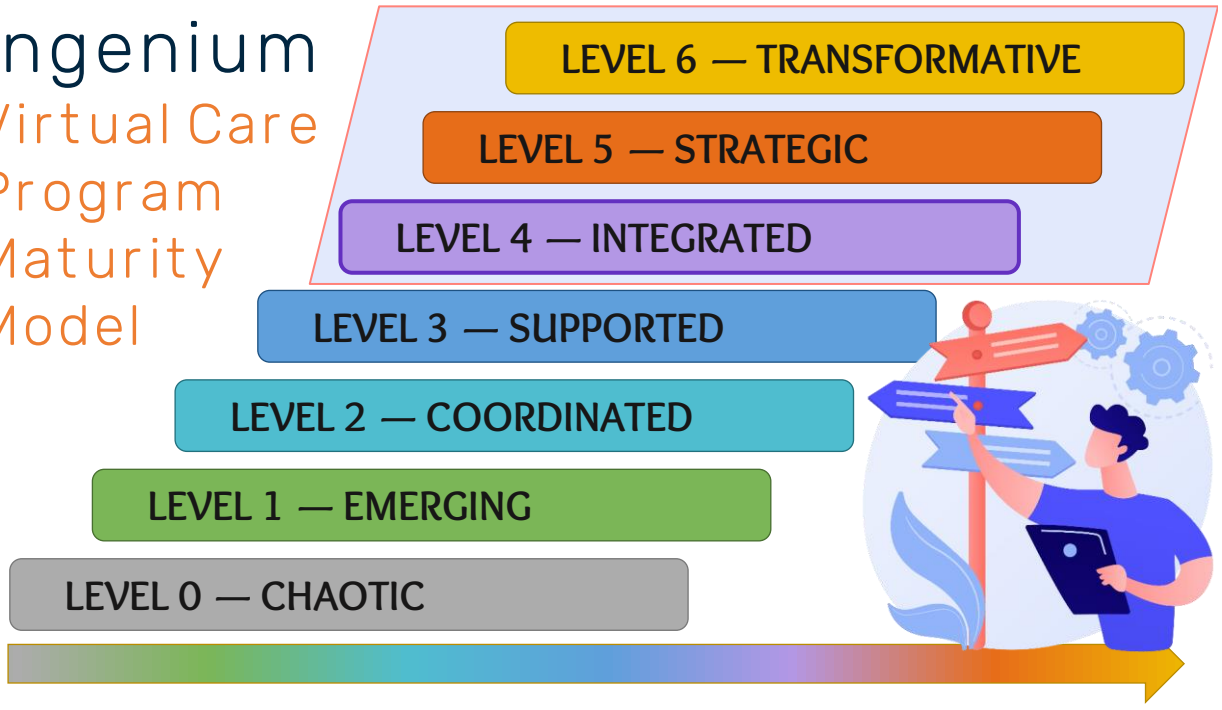
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Leaders must improve their organization's Maturity

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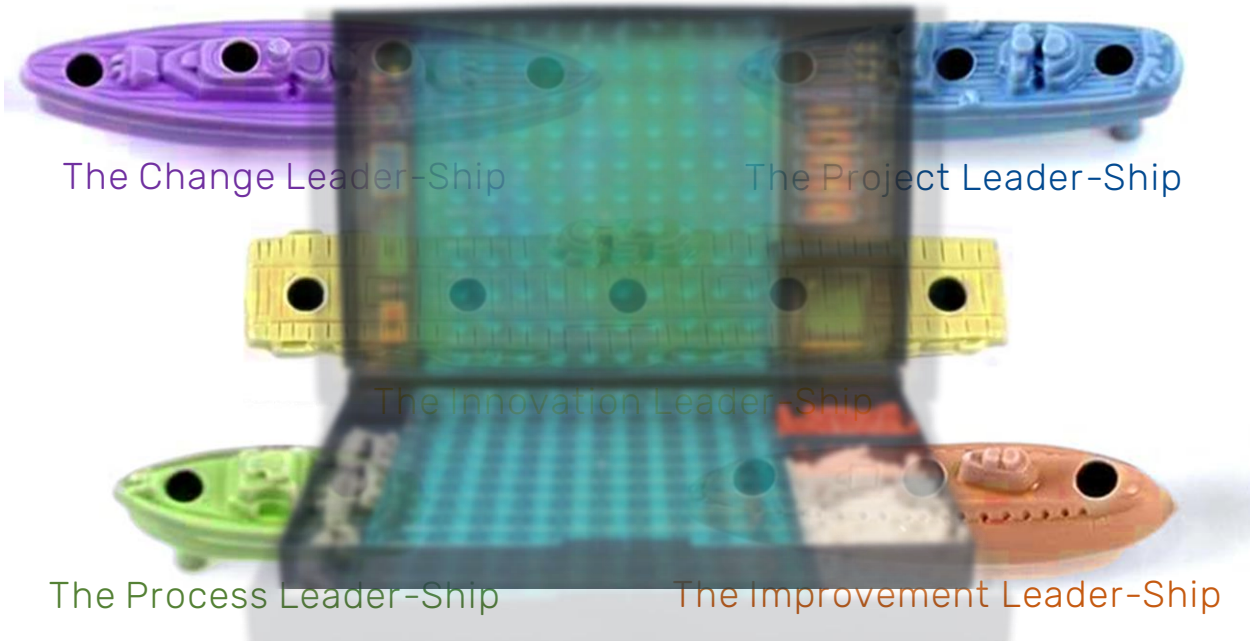
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Ingenium Virtual Care Program Maturity Model



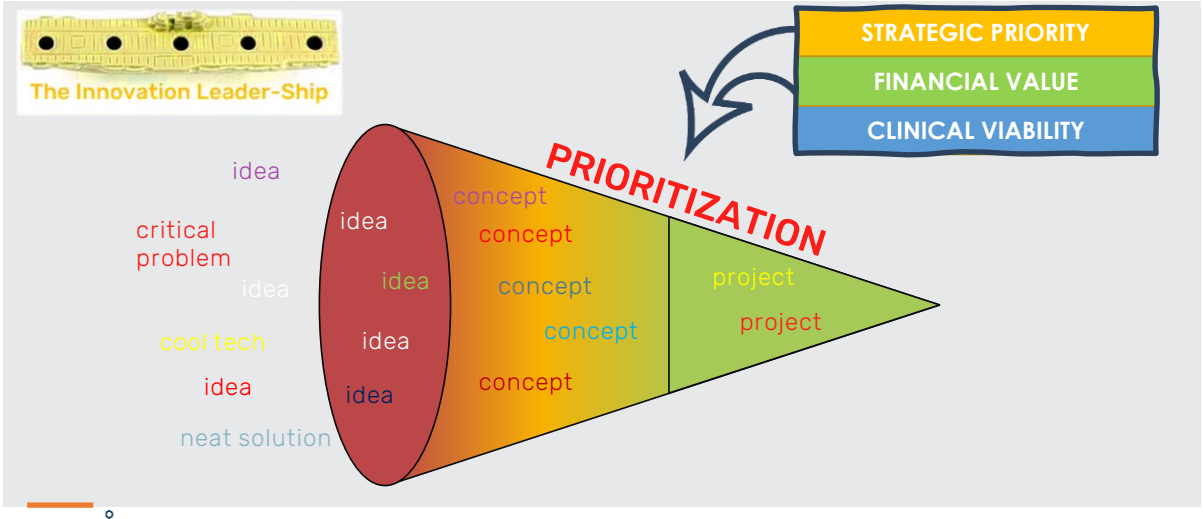
28

The 5 LEADER-SHIPS OF TRANSFORMATION



29

Innovation Adoption Idea Funnel



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Innovation Adoption Leadership





Idea

Evaluation

Prioritization

Verification

Solutionization

Validation

Deployment

Agile Approach

Design Thinking

Workflow Centric

PROOF OF CONCEPT: Validating Assumptions

STRATEGIC CASE

FINANCIAL CASE

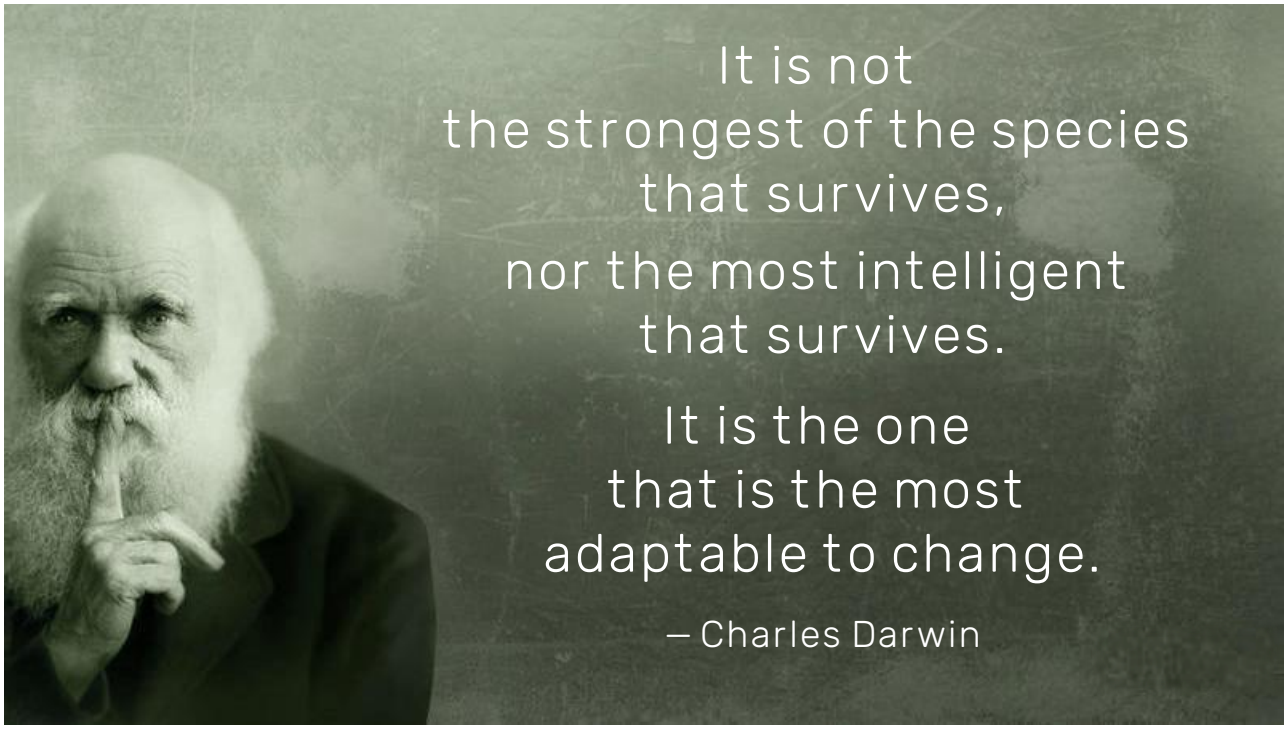
CLINICAL CASE

Change Management

ACCELERATING INNOVATION ADOPTION

Project Management

31



32

Change Management



- Biggest Failure of Innovation Adoption is not managing the Change
- Resistance to Change is part of Human Survival
- Need to appeal to Emotions, to Logic and to Social Acceptance/Herd

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ADKAR Framework



Raise AWARENESS
- Define the Vision, promote the Solution

Create DESIRE
- Demonstrate the Benefits

Supply KNOWLEDGE
- Use experienced advisors & train adequately

Build ABILITY
- Provide opportunities for Learning

Supply REINFORCEMENT
- Ensure Accountability, Continuity, Support

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Without Change Management…



Clinicians
Staff
Patients
Leadership

will become

1) confused
2) embarrassed
3) frustrated
4) reluctant
5) resistant

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ADKAR Model for Successful, Sustainable Change



Awareness	Desire	Knowledge	Ability	Reinforcement	→ CHANGE!
Awareness	Desire	Knowledge	Ability	Reinforcement	→ Confusion
Awareness	Desire	Knowledge	Ability	Reinforcement	→ Resistance
Awareness	Desire	Knowledge	Ability	Reinforcement	→ Reluctance
Awareness	Desire	Knowledge	Ability	Reinforcement	→ Frustration
Awareness	Desire	Knowledge	Ability	Reinforcement	→ Backsliding

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Project Management



- Plans are useless, but Planning is essential
- Certified Project Managers preferred
- Project Management as a Communication and Work Synchronization Tool
- Agile Project Management





Initiate → Plan → Manage → Control → Close

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Process Leader-Ship

The Process Leader-Ship

- Workflow FIRST
- Technology SECOND



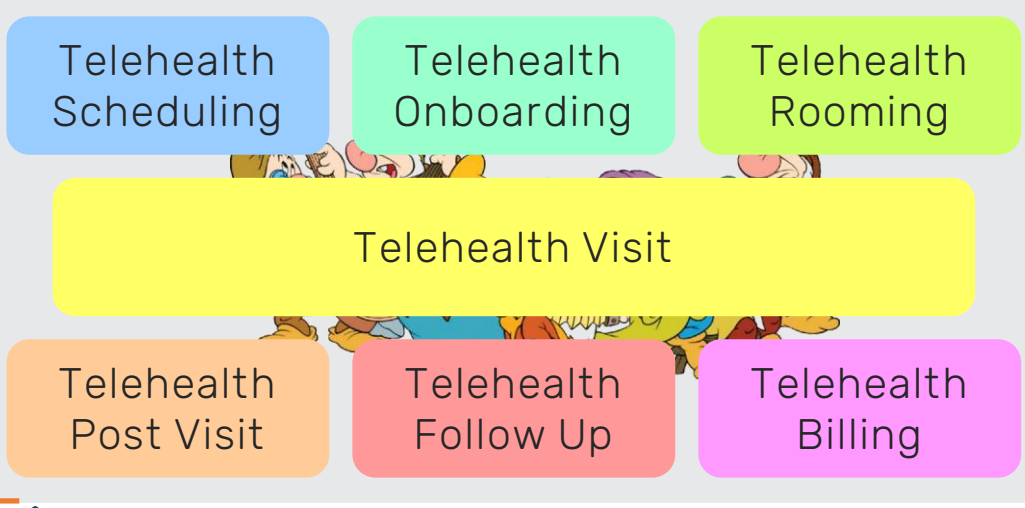
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Telehealth Workflows (Thworfs)

The Process Leader-Ship



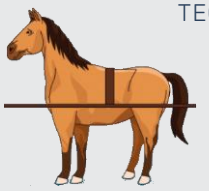
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Process must Drive Technology

- ☑ Don't put the horse behind the cart



- ☑ First, design your clinical, operational, and financial workflows, design the UX
- ☑ Then select the technology that best fits your needs



Everybody Practices on Top of their License!
"Do only the things that only they can do."

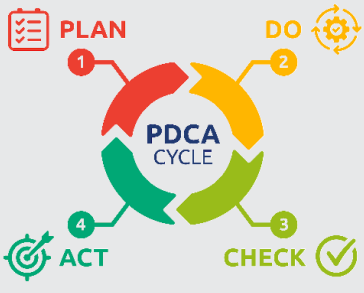
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Leading Improvement



Dashboards Don't Drive Results!
Data-Driven Decisions Do!
(Fact-Based Management & Improvement)



PDCA
Plan — What are we going to do?
Do — Implement Change
Check — Collect & Analyze Facts
Act — Correct Performance

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Getting to Virtual First

To Get to Virtual Mostly



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Roads to Virtual First

Mindset | Attitude

Executive, Clinical, Financial

Processes | Workflow

standardized, optimized, improving

Technology

user-centric; secure

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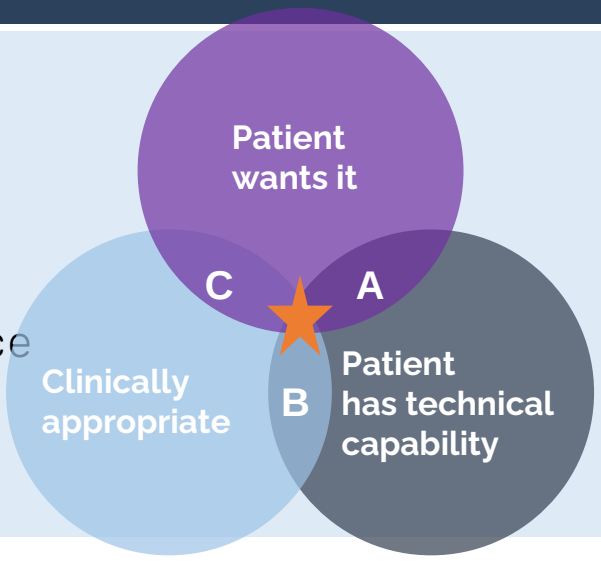
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A 100% Telehealth Mindset

A: Inappropriate Care
B: Customer Disservice
C: Frustrating Experience



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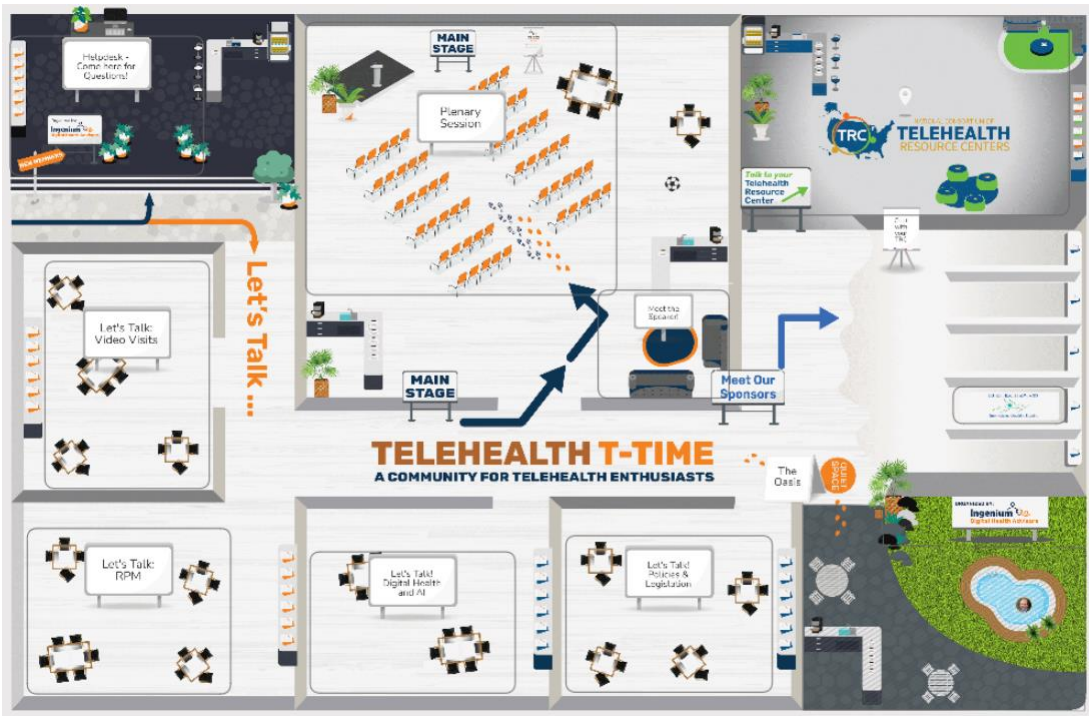
46

Increasing Clinician Engagement

1. Proper Clinical Protocols
   - When is virtual clinically appropriate?
2. Proper Clinician Training
   - Webside Manners
   - Virtual Exams & Documentation
3. Proper Clinician Support
   - Workflow & Technology

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47



REGISTER FREE

50



51