Leveraging Lessons Learned: Implementing Telehealth to Sustain Integrated Behavioral Health

Stephen Shearer, Facilitator

Sophia Shepard, Co-Facilitator

Thursday, April 15, 2021
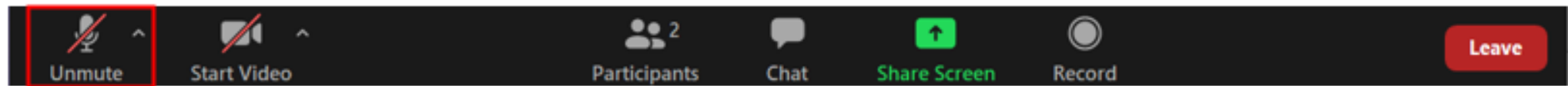
Vision: Healthy Communities, Healthy People

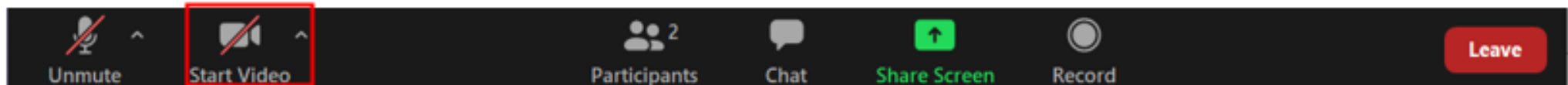# Session 11

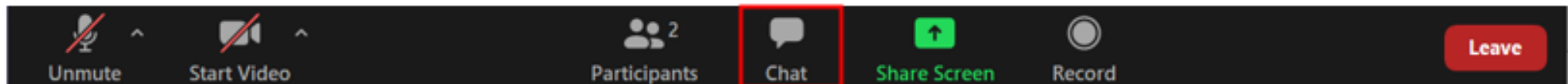## Participant Report Out Presentations

Zoom Participation

- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.

- We encourage everyone to keep their video enabled. Click **Start Video** to join by webcam.

- To ask a question using the **Chat** feature, click the **Chat** icon located at the bottom center of your Zoom window.

CoP Participants

Participant List

These clinics will be reporting out on their Action Plans **today** in Session 11.

State	Organization
AK	Sunshine Community Health Center
CA	Tiburcio Vasquez Health Center
IA	Community Health Centers of Southern Iowa
IL	Esperanza Health Centers
MO	Swope Health

Participant List (cont'd)

These clinics will be reporting out on their Action Plans in session 12 on **April 22, 2021**.

State	Organization
MA	Community Health Programs
MS	Central Mississippi Health Services
MT	Bullhook Community Health Center
OH	Neighborhood Health Association
PA	Northside Christian Health Center
SC	Family Health Centers, Inc.
TX	AccessHealth
TX	Healthcare for the Homeless - Houston
MO	Ozark Tri-County Health Care dba ACCESS Family Care

HRSA Health Center Program

Content Overview

Date	Topic
Feb 4 Session 1	Introduction and overview of CoP, meet other participants, COVID check-in
Feb 11 Session 2	Frameworks and Influences on Telehealth: Challenges and Opportunities
Feb 18 Session 3	Culture, Staffing Roles and Change Management in Integrated Telehealth
Feb 25 Session 4	Process and Workflows
Mar 4 Session 5	Special Behavioral Health Topics for Telehealth
Mar 11 Session 6	Technology, Data Collection Strategies, and Data Integration
Mar 18 Session 7	Provider Readiness to Engage in Telehealth and Addressing the Digital Divide
Mar 25 Session 8	Patient Experience of Telehealth: Measuringt the Patient Telehealth Experience
April 1 Session 9	Financial, Documentation, and Regulatory Requirements for Telehealth
April 8 Session 10 April 15 Session 11 April 22 Session 12	Putting It All Together: Change Management for Implementation Action Plans—CoP Sharing Action Plans—CoP Sharing

Health Center Program

Poll Question:

- Which CoP session did you find <u>most</u> interesting or <u>most</u> useful for your clinic's telehealth endeavors?

    A.   Session 1: Introduction and overview of CoP, meet other participants, COVID check-in
    B.   Session 2: Frameworks and Influences on Telehealth: Challenges and Opportunities
    C.   Session 3: Culture, Staffing Roles and Change Management in Integrated Telehealth
    D.   Session 4: Process and Workflows
    E.   Session 5: Special Behavioral Health Topics for Telehealth
    F.   Session 6: Technology, Data Collection Strategies, and Data Integration
    G.   Session 7: Provider Readiness to Engage in Telehealth and Addressing the Digital Divide
    H.   Session 8: Patient Experience of Telehealth: Measuring the Patient Telehealth Experience
    I.   Session 9: Financial, Documentation, and Regulatory Requirements for Telehealth
    J.   Session 10: Putting It All Together: Change Management for Implementation

CoP Facilitators

Facilitator/Presenter:
*Stephen Shearer, B.S., CPHQ,
CEAP, CCM, CJCP, LADC*
The Bizzell Group

Co-facilitator/Presenter:
Sophia Shepard, B.S.
JBS International, Inc.

Facilitator:
Michelle N. Cleary, M.A.
Advocates for Human
Potential, Inc.

The Digital Divide and Access to Telehealth Services

The Digital Divide (and Behavioral Health Digital Divide)

- "The gulf between those have ready access to computers and the internet, and those who do not."

Source: Image by Pexels from Pixabay

CoP Presenters

- *Andrew Robie, M.D., Chief Medical Information Officer at Unity Health Care, family medicine physician*

- *Bonni Brownlee, M.H.A., CPHQ, PCMH-CCE,* Advocates for Human Potential, Inc.

Components of Successful Change Management

Vision + Skills + Incentives + Resources + Action Plan				= **Change**

Skills + Incentives + Resources + Action Plan				= **Confusion**
Vision + Incentives + Resources + Action Plan				= **Anxiety**
Vision + Skills + Resources + Action Plan				= **Resistance**
Vision + Skills + Incentives + Action Plan				= **Frustration**
Vision + Skills + Incentives + Resources				= **Treadmill**

Knoster, T., Villa R., & Thousand, J. (2000). *A framework for thinking about systems change.*

HRSA Health Center Program

CoP Presenters (cont'd.)

- *Todd W. Mandell, M.D.*

- *Adrian Bishop, B.Sc.,* Director, eHealth and Organizational Development Advocates for Human Potential

Post-COVID Telehealth Predictions

1. Telehealth is here to stay!

   - Telehealth is popular and **allows patients, especially among high-risk populations like seniors,** connect with their doctors in a safe and efficient way.

   - Telehealth technology will continue to improve, and adoption of telehealth will increase.

   - Telehealth may become the predominant visit modality during 2021.

2. The Cures Act and the advancement of APTI technologies will increase the patient's participation in their health care and control of their own health.

3. The increased availability of connected devices will increase the efficiency and effectiveness of virtual visits.

4. Most (but not all) of the legislation to facilitate the rapid adoption of telehealth will become permanent after COVID.

Source: ThinkStock

Thank you!!!

We have enjoyed learning about each of your unique experiences with telehealth implementation in your clinic.

Thank you for taking the time to share your experiences with us and your fellow CoP colleagues.

HRSA
Health Center Program

Health Center Report Out Presentations

Community of Practice
Participant Report Out:
Sunshine Community Health Center

Sunshine Community Health Center Implementation Team

- Sarah Blanning, LCSW, Behavioral Health Manager

- Bronn Salmon, IT Director

- Melody West, CEO

- Teri Petram, Marketing Director

Team Goals and Activities

- **SMART Goals**
  - Participate in the CoP and identify gaps in telehealth services that are necessary to be addressed in FY2022 to improve patient experience and outcomes.

- **Activities**
  - Participate in CoP
  - Participate in 1:1 Coaching session with Stephen and Sophia
  - Listen to other clinic experiences

Changes

- **Changes**
  - Starting to brainstorm what will be included in a telehealth etiquette guide for patients
  - Sent out a survey to all telehealth patients in the last 3 months using one question from each category in the document provided in this CoP. We will plan to use this survey as a baseline as we formalize our telehealth services.

Successes and Challenges

- **Strategies for Success**
  - We do very well with gathering information from other clinics. It has always helped us to brainstorm and get a better understanding of where we are doing well and where we can improve.
  - We are also being realistic with our timeframes. We have opened a third clinic at the end of 2020, which has taken a significant amount of time and has unfortunately lengthened the timeframe of other projects.

- **Challenges**
  - The medical team does less telehealth visits, and they have been far more focused on training new MA's and opening a new clinic location. We will be moving forward with BH as the pioneer and attempt to develop strategies and workflows that will transfer to other clinic departments.

What Comes Next

- **Lessons Learned**
  - We can get better feedback from our patients about their telehealth experience.
  - We need a well-documented process for who is appropriate for telehealth and what the clinic, provider, and patient responsibilities are when a telehealth visit occurs

- **Next Steps**
  - Create a one-year action plan to:
    - ✓ implement feedback from patients
    - ✓ define eligibility for telehealth post COVID
    - ✓ develop a telehealth etiquette guide, informed consent, and emergency plan
    - ✓ obtain necessary telehealth equipment for patients served within the clinic
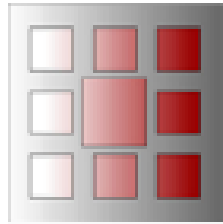
HRSA
Health Center Program

Q&A

Community of Practice
Participant Report Out:
Community Health Centers of Southern Iowa

Vision: Healthy Communities, Healthy People

Community Health Centers of Southern Iowa Implementation Team

Community Health Centers of Southern Iowa
an iowahealth·center

- Danielle O'Brien-Day, LMHC, NCC, Behavioral Health Director

Team Goals and Activities

- **SMART Goals**
  - Incorporate a standard of best practices for delivery of telehealth services to include ensuring those receiving telehealth services report overall satisfaction and desire to continue use of telehealth services.

- **Activities**
  - Revise existing telehealth consent form to include ZOOM services to occur outside of CHCSI offices.
  - Create "ZOOM checklist" for telehealth providers to utilize at start of each session for safe and confidential delivery of services.
  - Create patient satisfaction survey specific to those receiving telehealth (ZOOM) services to be emailed at conclusion of session.
  - Compile survey ZOOM satisfaction results monthly, share with staff quarterly during structured CQI process.

Changes

- **Changes**
  - Changes were made to the telehealth consent form to reflect patients being seen via ZOOM outside of an office.
  - Created provider checklist per provider request to reduce discomfort/uncertainty for those new to telehealth delivery.
  - Previous method for patient satisfaction was upon check in at front desk or mail, included, patient feedback cards available in the office. Now we are working on delivering all of these electronically at the conclusion of each ZOOM session.

Successes and Challenges

- **Strategies for Success**
  - Providers have reported increased comfort and satisfaction with telehealth with provider checklist and updated telehealth consent form.
  - Identify success stories from provider/patients, share with clinical team to increase utilization.
  - Acknowledging there is no "one size fits all", but rather emphasizing the option of telehealth when appropriate
    - ✓ Vs. Pandemic related office closures requiring ZOOM only

- **Challenges**
  - Staying informed of telehealth legislation, rules, requirements for both Iowa and Missouri since or service area includes both.
  - Some areas within our scope are so rural that patients do not have enough bandwidth for video and audio sessions at their home.
  - Securing long term reimbursement for telehealth services.

What Comes Next

- **Lessons Learned**
  - Integrate Patient Satisfaction Survey to include measurement of
    - ✓ Satisfaction
    - ✓ Experience
    - ✓ Technical Quality
    - ✓ Perceived Effectiveness
    - ✓ Perceived Usefulness
    - ✓ Impact of Telehealth on Patient-Clinician Interaction Compared to In-Person

- **Next Steps**
  - Utilize patient satisfaction surveys
  - Compile results monthly
  - Report quarterly as part of CQI process
  - Advocate for long term reimbursement for telehealth
  - Incorporate 12-month implementation plan for continuous monitoring and process improvement
  - Future: Website redesign to include telehealth resources, electronic forms/signatures

Q&A

Community of Practice Participant Report Out: Swope Health

Vision: Healthy Communities, Healthy People

Presenting obstacles

How to maximize telehealth options for the future

- Increase encounters
- Increase patient satisfaction
- Increase Provider satisfaction

How to Develop consistency in telehealth service provision across our organization.

Swope Health Services Implementation Team

- Our team consists of a variety of roles across the organization to include our Health Informatics Director (Team Lead), IT Project Application Coordinator, Data engineer, Clinical Informatic etc.

- Josette M. Mitchell, Deputy Director of Behavioral Health

- Jo Herrick, Primary Care Clinic Manager

Implement Standardized Process for Telehealth across the organization

- Identify standard platform for Telehealth.
- This goal will be accomplished once all providers and patients are utilizing the same platform and using standardized process(es) for patient appointments.
- This goal is attainable and realistic. Our agency has budgeted for this initiative in addition to utilize a variety COVID related grant funding to obtain needed resources.
- This goal is more relevant today, due to COVID, but has been an issue for some time.
- Will be accomplished in 90-120 days.

- **Activities**
  - Asses use and pros/cons of current platforms being used.
  - Pilot use of current platforms available.
  - Meet to interview vendors and participate in platform demonstrations. *recently chose a vendor.
  - Work with Vendor to develop applicable processes.
    - ✓ Most time intensive step-Currently working on this.
  - Organizational Training

Implement Standardized Process for Telehealth across the organization cont.

- Identify standard platform for Telehealth.
- This goal will be accomplished once all providers and patients are utilizing the same platform and using standardized process(es) for patient appointments.
- This goal is attainable and realistic. Our agency has budgeted for this initiative in addition to utilize a variety COVID related grant funding to obtain needed resources.
- This goal is more relevant today, due to COVID, but has been an issue for some time.
- Will be accomplished in 90-120 days.

- **Activities**
- Created a workgroup comprised of various individuals across the organization.
  - Outline a plan to optimize current telehealth services, capabilities and equipment.
  - Outline a plan to evaluate future Telehealth platforms with the goal of one unifying telehealth platform that will be utilized across all departments at Swope Health.

Changes

- **Changes**
  - We are in the beginning stages of this project.
  - Plan to utilize some of the tips and resources shared during the Community of Practice but have yet to do so.

Successes and Challenges

- **Strategies for Success**
  - Teamwork-starting the process by developing a workgroup comprised of variety of key people across the organization to include service providers, IT, Finance, Compliance etc.

- **Challenges**
  - Having the right team members involved.
  - Transition in leadership during the process.
  - It is a large agency initiative. Obtaining buy in for the transition to a new platform.
  - Deadline-there was an aggressive deadline for this initiative.

What Comes Next

- **Lessons Learned**
  - We are learning as we go. A few things that we found helpful:
    - ✓ Sample script for offering TH appointments.
    - ✓ TH Visit Cycle
    - ✓ Information on the Digital Divide.

- **Next Steps**
  - We are actively in the middle of implementation. Our next steps are to develop processes specific to our organization, then training.
  - Develop and assess outcomes

HRSA
Health Center Program

Q&A

Report Out Summary

- What was your SMART Goal?
  - What activities were implemented to support achieving your SMART Goal (e.g., What was your work plan?)?
- What organizational changes were made related to CoP topics that support your SMART Goal?
- What worked well during the implementation process of your work plan? What did not work so well?
  - Did anything surprise you during this process?
- What lessons learned were experienced as a result of this CoP and/or implementing your work plan?
  - What are the next steps for your organization regarding lessons learned?

Reflecting on Today: Plus, Delta

- **+** What worked for you today?

- △ What would you change?

Wrap Up

- What final questions do you have?
- Next steps:
  - For those who present next week, please submit your slides by COB tomorrow (04/16).
  - Fill out the post-ICRC assessment.

Image source: iStock by Getty Images

CoP Satisfaction Assessment

- Please complete a satisfaction assessment of today's session.

- If you plan to obtain CEUs for your time in this CoP, the Satisfaction Assessment is required.

- There are two ways navigate to the assessment:

  1. Follow the link provided in the chat here.

  2. You will be emailed a link from us via Alchemer, our survey platform.

Obtaining Continuing Education Credits

- We will be offering **1.5 CE credit per session** attended for a maximum of 18 CEs for participation in all 12 CoP sessions.

- You **must** complete the Health Center Satisfaction Assessment after **each** session you plan on receiving CEs for.

- **CE credits will be distributed for all sessions at the conclusion of the CoP.**

This course has been approved by JBS International, Inc. as a NAADAC Approved Education Provider, for educational credits. NAADAC Provider #86832, JBS international, Inc. is responsible for all aspects of their programming.

JBS International, Inc. has been approved by NBCC as an Approved Continuing Education Provider, ACEP No. 6442. Programs that do not qualify for NBCC credit are clearly identified. JBS International, Inc. is solely responsible for all aspects of the programs.

HRSA
Health Center Program

TA Offerings for Health Centers

- One-on-One Coaching

- Webinars

- Strategies for Community Outreach: How Health Centers Can Use Social Media for Social Marketing

- Virtual Site Visits to Improve Outcomes

- Communities of Practice (CoPs)

Upcoming TA Opportunities!

Webinars

- **Implementing Depression Screening in a Primary Care Setting**

    Wednesday, May 5, 3:00–4:00 p.m. ET

    Registration Link: https://zoom.us/webinar/register/WN_wlDnh513T8uUMYxdjKaJcg

- **Strategies for Addressing Health Disparities in Medication Assisted Treatment for Opioid Use Disorders**

    Wednesday, June 2, 3:00 – 4:00 pm

    Registration Link: https://zoom.us/webinar/register/WN_hUz8J4lvQ0eidc8x6XCkFQ

Registration links for webinars can also be found on the BHTA Portal.

You can receive 1 hour of Continuing Education credit for your participation.

Upcoming TA Opportunities! (cont'd)

Communities of Practice (CoP) – Weekly for 6 Sessions

- **Social Determinants of Health and Integrated Care**
  - *Cohort 1: Tuesdays, 4/27/21 – 6/1/21, 2:30–4:00 p.m.*
  Registration Closed

  - *Cohort 2: Tuesdays, 6/8/21 – 7/13/21, 2:30–4:00 p.m.*
  https://zoom.us/meeting/register/tJYkdeivqz4jHNGwrJzV8L4gUoaxTCSCPGLu

- **Integrated Behavioral Health and Value-Based Reimbursement: Two Sides of the Sustainability Coin**
  - *Cohort 1: Thursdays, 4/29/21 – 6/3/21, 2:30–4:00 p.m.*
  Registration Closed

  - *Cohort 2: Thursdays, 6/10/21 – 7/15/21, 2:30–4:00 p.m.*
  https://zoom.us/meeting/register/tJUuduqhpjIuHtwabD2xSdkmuHLR5Qju0XeD

BPHC-BH TA Portal

https://bphc-ta.jbsinternational.com/

- Request TA
- Access Learning Management System (LMS) modules
- Learn more about BH TA options
  - One-on-one Coaching
  - E-learning Webinars
  - Strategies for Community Outreach
  - Virtual Site Visits to Improve Outcomes
  - Join a Community of Practice (CoP)

Thank You!

Presenter Contact Information:
INSERT NAME and EMAIL ADDRESS

Vision: Healthy Communities, Healthy People