

blue shield of california foundation

We believe all Californians can be healthy and safe

Our mission:

Improve the lives of all Californians, particularly the underserved, by making health care accessible, effective, and affordable, and by ending domestic violence.

About us:

Total Grantmaking since 2002:

Over \$353 million

2015 Grantmaking:

\$30.8 million, 461 grants

Independent Board:

9 Trustees, 5 from Blue Shield of California

Total Number of Staff: 24

Source of Funding:

Annual contributions from Blue Shield of California



spreading the adoption of electronic consultation (**eConsult**) and referral in California's healthcare safety net

Presenter:

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Coverage



blueshieldcafoundation.org

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why eConsult?

- ❖ A historically **fragmented health care system**
- ❖ **Long wait times** for patients seeking specialty services
- ❖ **Lack of coordination** between County and community providers
- ❖ High **no-show rates at specialty clinics**
- ❖ Large **variation in care delivery** processes across providers
- ❖ Growing **demand for specialty care** as a result of the ACA
- ❖ New **policy opportunities** - 1115 waiver, PRIME, GPP, WPC

Electronic Consultations (eConsult) are a distinct provider to provider telehealth modality to increase access to specialty care

Telehealth

Telehealth is a *means* for enhancing health care, public health, and health education delivery and support, decreasing the need for physical health care visits using telecommunication technologies.

Store and Forward

Patient Involved Store and Forward



- Transmission of recorded health history through an electronic communications system to a practitioner, usually a specialist, who uses the information to evaluate the case or render a service outside of a real-time or live interaction.

Synchronous

Live Video



- Live, two-way interaction between a patient and a provider using audiovisual telecommunications technology.

Remote Patient Monitoring

Remote Patient Monitoring



- Data collected from an individual in one location via electronic communication technologies, which is transmitted to a provider in a different location for use in care and related support.

eConsult (Expert Opinion)



- Electronic message exchange (including clinical question and related diagnostic data) initiated by the primary care physician to a specialist. Specialist can convert an eConsult to a referral if necessary.

Project ECHO



- Videoconferencing to help urban specialists train primary care doctors in rural settings. The training allows these general practitioners to provide specialty care, especially chronic condition services, that would otherwise be unavailable to patients in these areas.

eConsult initiative overview

- ✓ **Goal:** spread and scale innovation that works
- ✓ **Learn from:** early adopters
- ✓ **Demonstrate value through:** Quad Aim framing
- ✓ **Inform and be informed by:** policy environment
- ✓ **Build grantee consensus around:** shared measurement & metrics

econsult strategy – key elements



collaborative leadership
shared vision and action
between PHS, community
providers and plan



leveraging technology
assess and implement platform
and workflows that work for all
stakeholders



shared measurement
gain consensus and collect
quad aim metrics of
success



policy & reimbursement
identify and pursue policy changes
that support sustainability

network of innovators

Different partners in lead:

- PHS (10)
- non-PHS (1)
- Plan (5)



different levels readiness and capacity to implement eConsult



Stages of development:

- Feasibility
- Planning & Pilot (1-3 specialties)
- Spread and scale
- Continuous quality improvement & innovation

- ★ Foundation grantee
- Non grantee

stages of planning & implementation

1

Feasibility - Should/could we do it?

- ✓ Monterey County HHS
- ✓ San Diego Health Center Partners
- ✓ Cmty Clinic Assn San Bernardino
- ✓ Inland Empire Health Plan (Beh Health)
- ✓ Contra Costa Health System
- ✓ Kern Medical Center
- ✓ Ventura County Health Care Agency

2

Planning & Piloting - How do we do it?

- ✓ San Mateo County Health System
- ✓ LA Care (Beh Health)
- ✓ San Joaquin General Hospital

3

Spread and Scale – How quickly can we scale up?

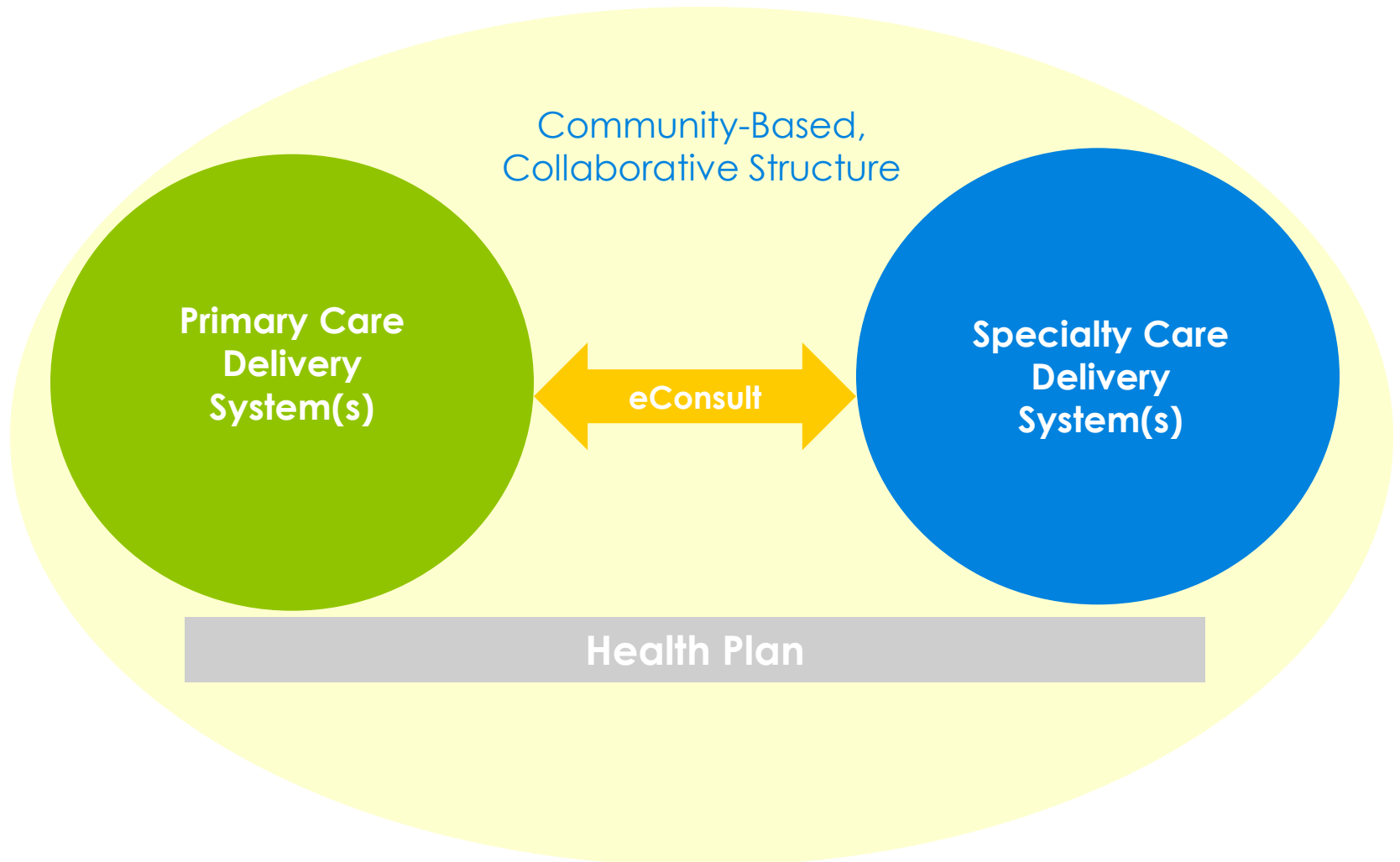
- ✓ Alameda Health System
- ✓ Santa Clara Community Health Partnership

4

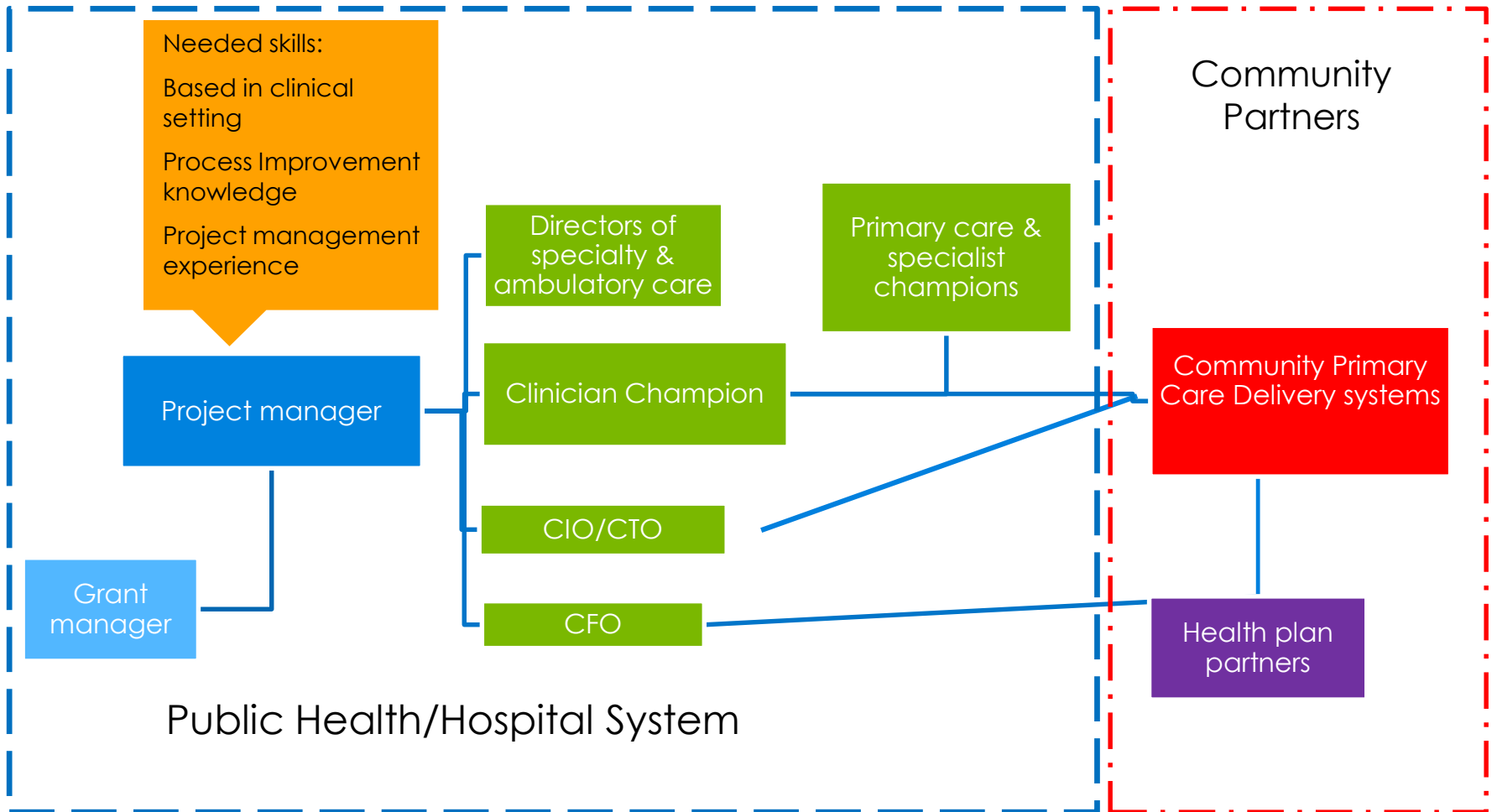
Continuous Quality Improvement & Innovation

- ✓ LA Dept Health Services (physician incentives)
- ✓ San Francisco General Hospital (patient engagement)

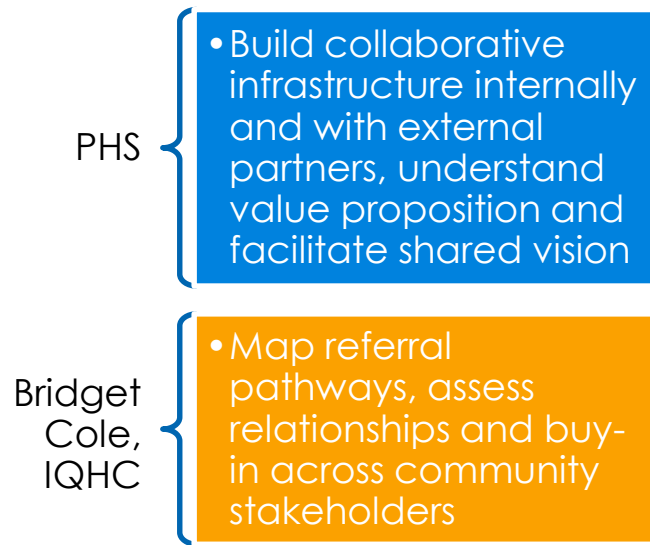
collaborative leadership structure



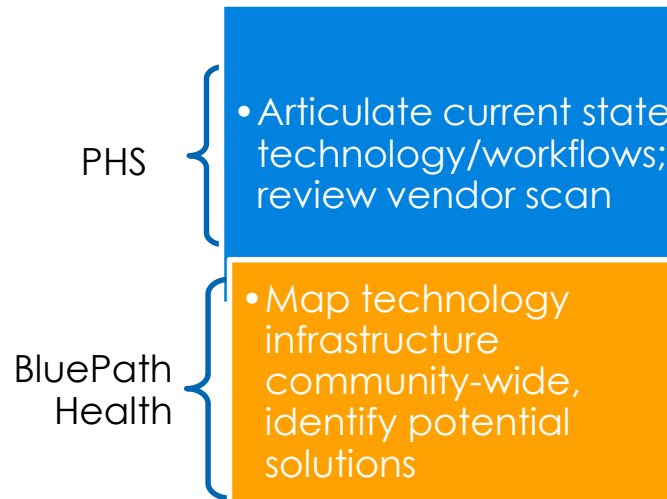
collaborative leadership structure



technical assistance



collaborative leadership



leveraging technology



Feasibility Supports - Background

- Environmental scan for stakeholder engagement and specialty care access challenges:
 - Institute for High Quality Care (IHQC), independent, neutral organization with experience in eConsult, telemedicine and specialty care access
 - Conducting web-based surveys and interviews with key stakeholders
 - Reviewing specialty care access flows
 - Identifying opportunities and challenges for eConsult engagement

IHQC Review Process

- Focus on points-of-contact and input from 4 key stakeholder roles, needed in all eConsult Implementations:
 - Primary Care Delivery Systems – both clinical and administrative or operational input
 - Specialty Care Delivery Systems – both clinical and administrative or operational input
 - Health Plan – clinical staff, utilization review, QI, and/or Medi-Cal service leads
 - Central Project Management* – project managers, administrative champions
 - *Please note this stakeholder may be part of the previous three

IHQC Review Process

- Begins with foundational survey – web-based link at:
 - <https://www.surveymonkey.com/r/JLMPDWM>
 - Questions in the survey gather high-level input about
 - Access timelines and challenges
 - Current referral processes – subspecialty demands, volumes of referrals
 - Vision for eConsult implementation – the “why” we want to do this
 - Concerns for eConsult implementation – the worries that Ventura may have
- Followed up with stakeholder interviews – deeper discussion about:
 - Access challenges,
 - Review of the current referral and scheduling processes,
 - Current collaboration efforts between stakeholders, and
 - Forums/opportunities that would enable or challenge eConsult.

Next Steps – What is Needed

- Introductions from Ventura to Stakeholders:
 - Reminder – stakeholders that are needed:
 - Primary Care – clinical and administrative/operational
 - Specialty Care – clinical and administrative/operational
 - Health Plan
 - Central Project Management entity
 - Create/Confirm - Names, roles, emails, and phone numbers
 - Introduction by the project leads to advance the responsiveness
- Check-in call(s)/email follow-up with Project Management leads – review status of responsiveness, help advocate (clear barriers) for better responsiveness

IHQC Review Process

- IHQC Review Process is led by

Bridget Hogan Cole, MPH

Executive Director

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BluePath Health supports BSCF feasibility grantees with e-consult technology assessment and payment-related technical assistance

Building upon the feasibility support work of IHQC, BluePath Health offers technical assistance to BSCF grantees. One of the common issues that has surfaced across the entire cohort is the need for technology solutions that support integrated referral and consult functions, and can work across primary and specialty care providers and systems that have adopted different electronic health record systems (EHR).



Technology Assessment and Alignment/Technical Workflow

- Identify technology systems and processes in use
- Interview stakeholders for required inputs and desired outcomes
- Assist with technology workflow analysis and future state mapping
- Assist with technology alignment across business partners (e.g. cross EHR/e-consult communications)



Community/Payer Engagement and Reimbursement Planning

- Introduce payer-related stakeholders and partners to e-consult program
- Outline potential cost savings to payers
- Determine level of support possible from local payers
- Assist in communications and planning with patient financial services
- Share perspectives and needs with DHCS, DMHC and other state leaders

Next Steps for Technology Assessment

- Current state technology discussion
 - Introduction with EHR technology lead(s) and/or designated project manager
 - Understand referral and EHR functional capacity

Challenges To Consider

- Project Management
 - Consistency and availability of project lead
 - Coordination of internal resources
 - Familiarity with community stakeholder

BluePath Health Technical Assistance Contacts



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resources

blue shield of california foundation

eConsult – considerations for implementation in California's healthcare safety net

Introduction

As part of our commitment to strengthening the healthcare safety net, Blue Shield of California Foundation is supporting efforts to advance the use and adoption of electronic health consultations (eConsult). This innovation aims to enhance communication and coordination across providers, while improving efficiency and access to care for patients. To inform and help guide our grantmaking for eConsult, the Foundation worked with the UCLA Institute for Innovation in Health to bring together representatives from healthcare systems that have already implemented eConsult programs to share their experiences and discuss readiness factors, stages of development, management, and how to evaluate eConsult for impact.

Building upon the information gathered from these representatives, as well as from in-depth follow-up discussions and ongoing dialogues with experts, the Foundation has compiled the following recommendations outlined in this issue brief. Developed as a reference guide, the brief aims to support

← Issue Brief

checklist →

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checklist for eConsult implementation

Introduction

The Checklist for eConsult Implementation is intended to support Project Managers leading the implementation of an eConsult system. The Checklist is a companion piece to a broader brief, eConsult – Considerations for Implementation, developed following a roundtable discussion of experts in the implementation.

Types of Services – what services will be provided with the eConsult system?

- Forum for provider trainings
- Consultation only – no referral for in-person appointments
- Consultation and Referral Coordination
- Specialty-Specific or Multi-Specialty
- Geography-Specific or Multiple Regions
- Other _____

www.blueshieldcafoundation.org/eConsult

webinars →

blue shield of california foundation

CIAD
CENTER FOR INNOVATION IN ACCESS AND EQUITY

Consultation Technical Assistance Webinar #1: Background, Conceptual Framework and Early Successes

SEPTEMBER 9, 2015
WEBINAR #1

Community PARTNERS UCSE
Center for Excellence

<http://www.blueshieldcafoundation.org/learning-page-econsult>

near-term grant deliverables

- By February 28, 2017, assemble a leadership team consisting at a minimum of 3-5 key leaders from Ventura County Health Care Agency, Gold Coast Health Plan and Clinicas del Camino Real to drive the eConsult feasibility assessment process, goals and deliverables.
- By February 28, 2017, identify a project manager that can support the clinical champion from Ventura County Health Care Agency and the leadership team throughout the project, and liaise with Foundation consultants supporting the key informant interview and technology assessment processes through timely response to requests for information.
- By March 31, 2017, support completion of an independent key informant interview
- By May 30, 2017, engage with a Foundation funded consultant to understand common requirements for eConsult technology platforms.