

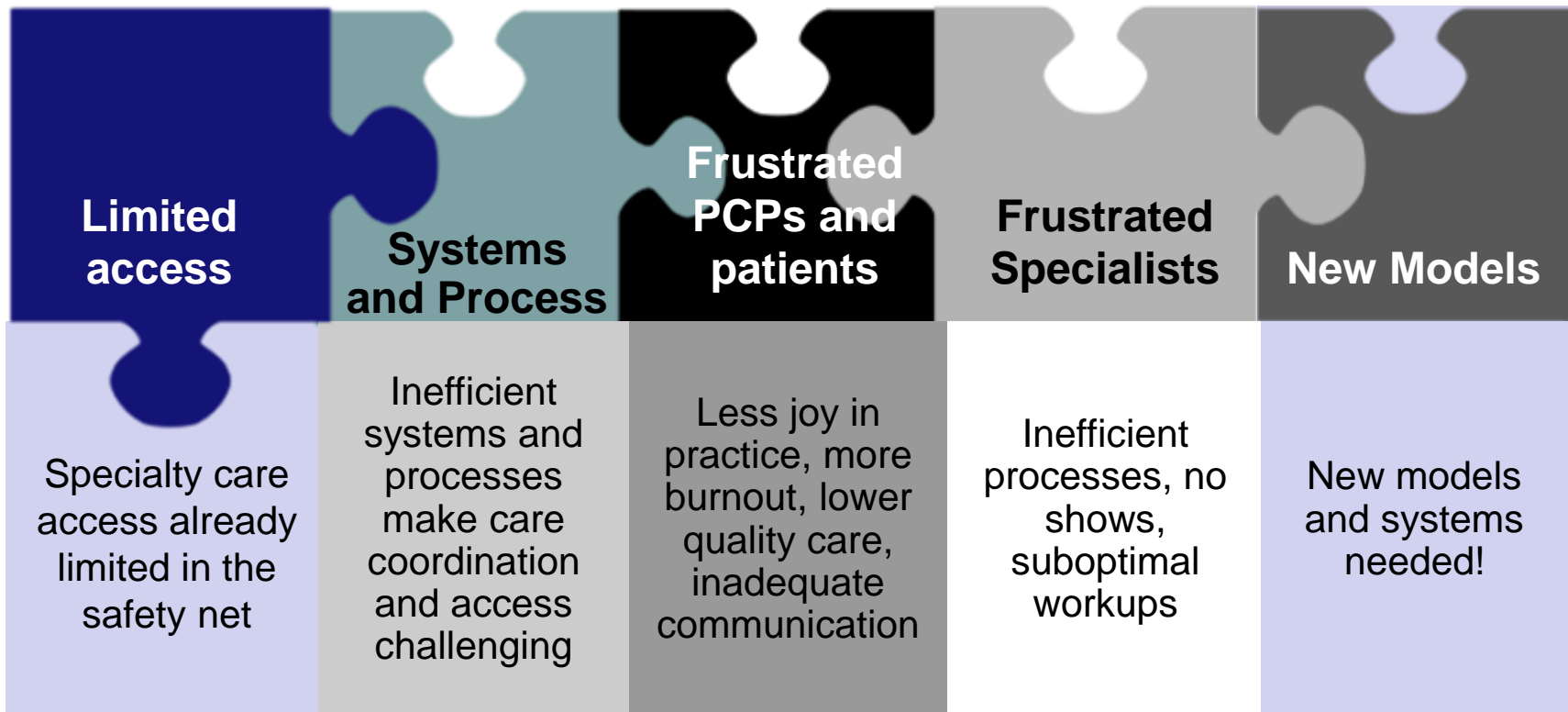


## **eConsult: there and back again**

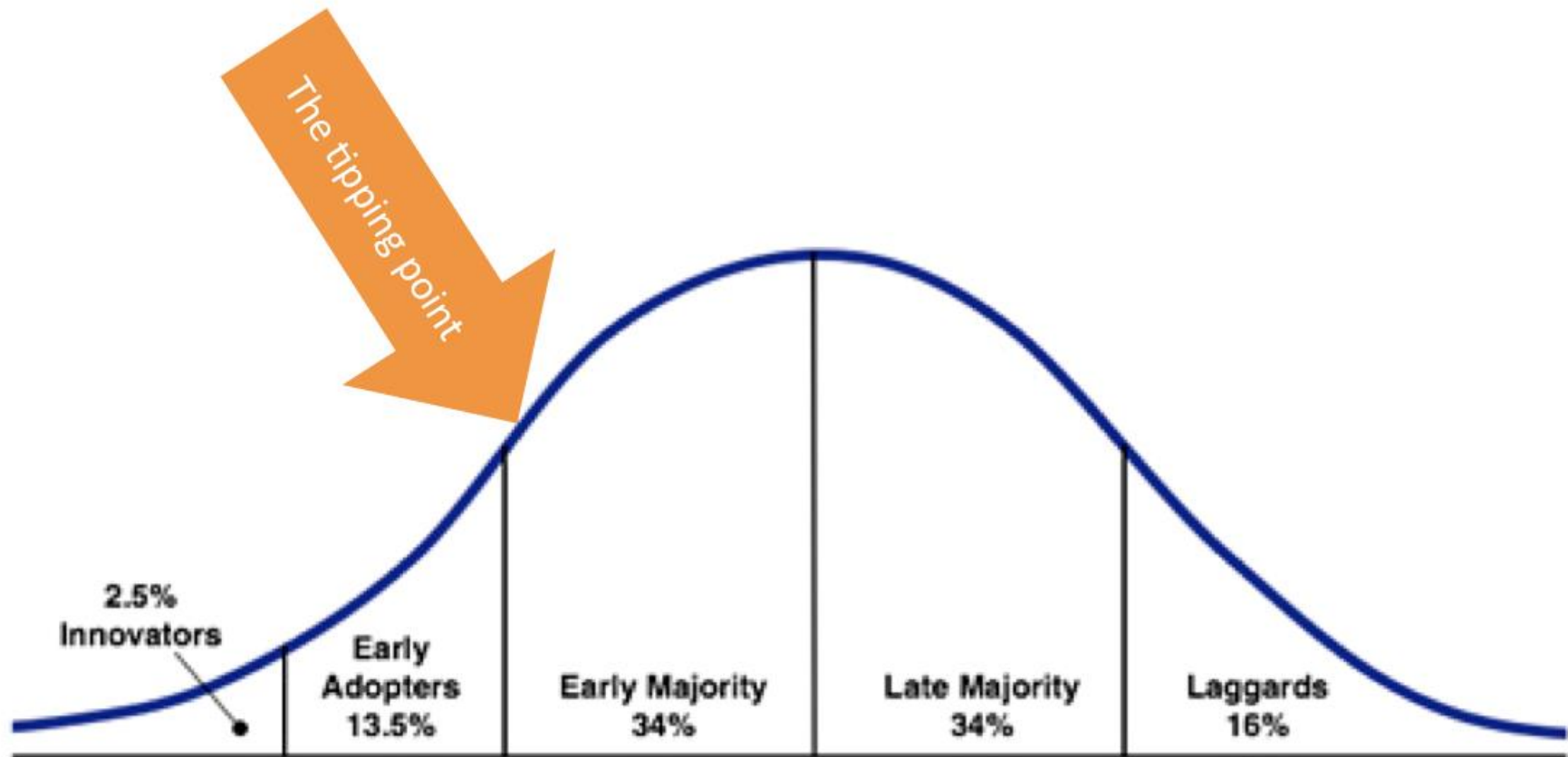
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“Every system is perfectly designed to get the results it gets.”

Paul Batalden, MD to Don Berwick, MD, circa 1996

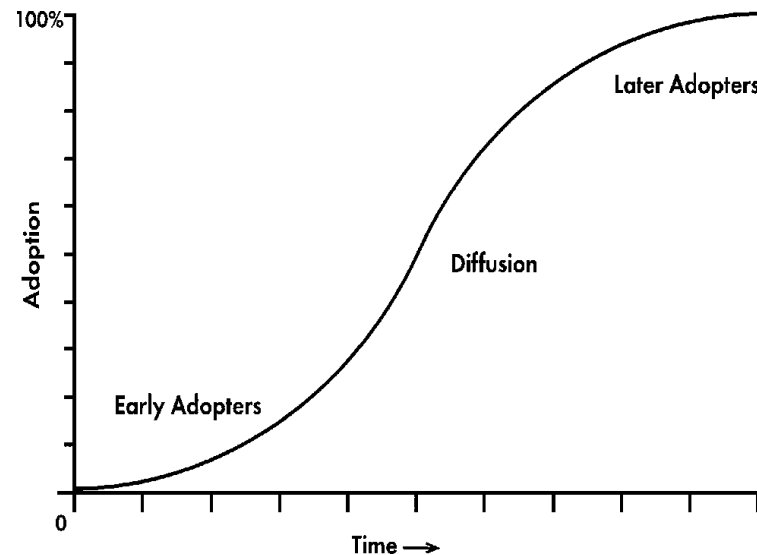


## The law of diffusion of innovation



# How innovations spread

- Relative attributes of the innovation (effectiveness, cost-efficient, complexity)
- Compatibility with existing delivery systems
- Observability (modeling by early adopters)
- Trialability / ability to pilot
- Observability (outcomes can be easily observed)
- Implementation support & Technical assistance
- Influence of change agents (policy, payment reform)





# eConsult achieves the Quadruple Aim

## Improved patient experience

- Reduced wait times for in-person specialty care appointments
- Faster turnaround time for specialty expertise
- Virtual management keeps patients in medical-home, reduces need for in-person care coordination, transportation & associated costs

## Improved provider experience

- High PCP satisfaction; ambivalent or high specialist satisfaction
- Continued Medication Education; ongoing learning for referring providers
- Opportunity to teach for seasoned specialists; retirement plan?

## Population Health

- Reduced wait times for specialty care delivery (virtual and in-person) with most recommendations delivered to patients
- Similar safety profile as referrals for in-person SC visits
- Identification of patients that should be seen in SC
- Quality of SC care similar to CKD, DM, Cardiology

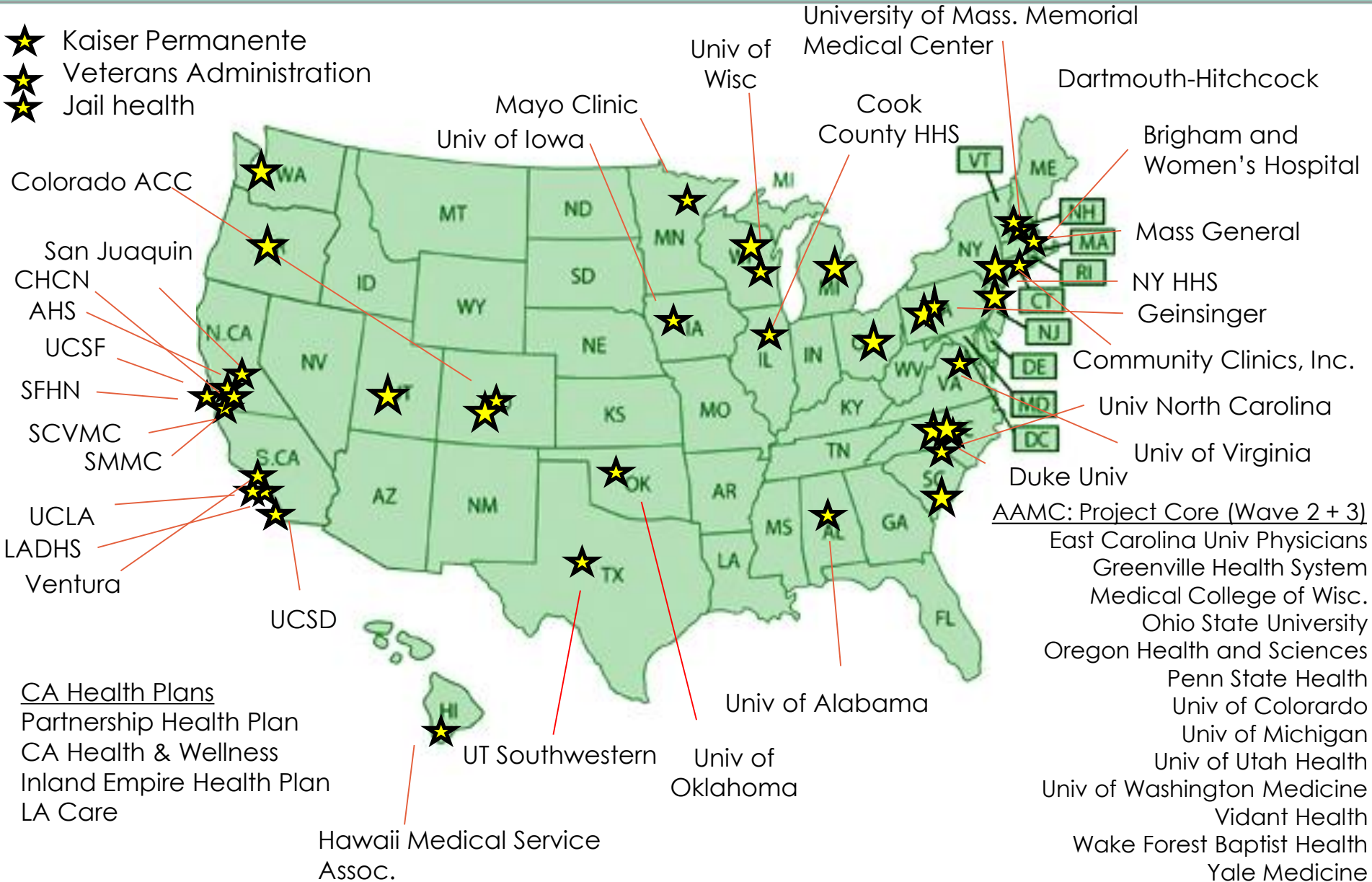
## Lower costs/greater efficiency of specialty care delivery

- Decreased costs to payors (Medicaid, ACO)
- Decreased cost to patients (less travel, co-pays, associated costs)
- Increased complexity in specialty care clinics

Chen, *NEJM* 2013  
 McAdams, *Fed Practitioner*, 2014  
 Tuot, *Healthcare*, 2015  
 Gleason, *Healthcare*, 2016  
 Pecina, *SAGE Open Med*, 2016  
 Kwok, *J Telemed and Telecare*, 2017  
 Olayiwola, *HSR*, 2017  
 Liddy, *Can Fam Phy*, 2017  
 Barnett, *Health Affairs*, 2017  
 Anderson, *AJMC*, 2018  
 Newman, *AJMC*, 2019  
 Vimalanada, *JAMIA*, 2019

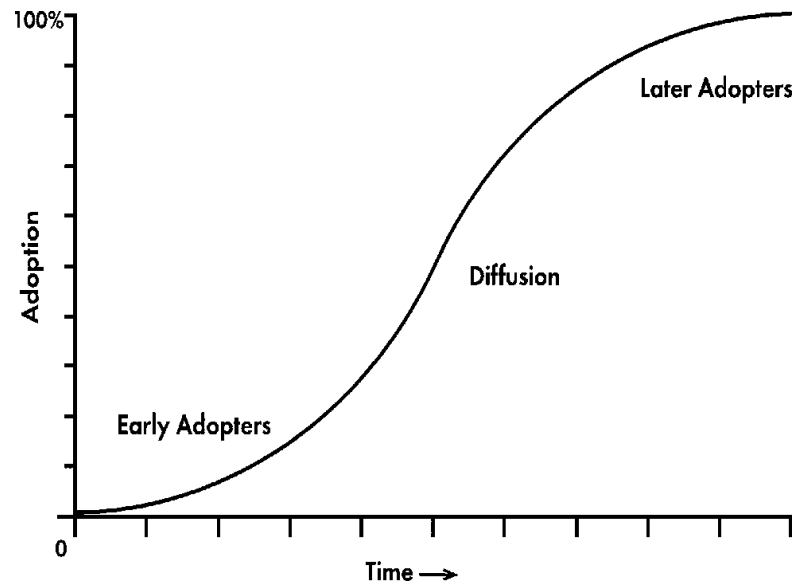
# Adoption/spread across U.S.

- ★ Kaiser Permanente
- ★ Veterans Administration
- ★ Jail health



# Diffusion: there and back again

- Relative attributes of the innovation (effectiveness, cost-efficient, complexity)
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- **Observability (outcomes can be easily observed)**
- **Implementation support & Technical assistance**
- **Influence of change agents (policy, payment reform)**



## **Observability (outcomes can be easily observed; i.e. more data!)**

- Efficacy at population level (pragmatic RCTs)
- Overall cost data from diverse organizations
- Simulated cost data from health centers
- Stakeholder stories, placing patients in the center

## **Implementation support & Technical assistance**

- Enhanced communication/expectations with patients, caregivers, families, policy-makers
- Integration with patient portal
- Spread the work among PC team members
- Greater integration with EHRs for efficiency, safety, accountability
- Local remuneration for specialist time and PC coordination
- Sharing best practices at national level

## **Influence of change agents (policy, payment reform)**

- Advocate for ongoing payment reform and acceptance





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