

HIMSS¹⁹ CHAMPIONS OF HEALTH UNITE

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Digitally Transforming Patient and Caregiver Experiences

Session 309, Feb 15, 2019

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Paddy Padmanabhan, CEO, Damo Consulting Inc.

Conflict of Interest

Peter Rasmussen, M.D

Medical Advisory Board Teladoc

Paddy Padmanabhan

Has no real or apparent conflicts of interest to report.

Agenda

- Healthcare digital transformation in context
- Cleveland Clinic's Digital Health program overview
- Developing a framework and a roadmap for enterprise digital transformation at the Cleveland Clinic
- Technology choices and partner selection
- Enablers and dependencies for implementing a digital roadmap
- Challenges and recommendations



Learning objectives

- Describe the key elements of an enterprise digital transformation strategy
- Illustrate success in digital transformation with the Distance Health program (Cleveland Clinic's Digital Health Program)
- Discuss the key learnings from the ongoing digital transformation at the Cleveland Clinic



Why must healthcare transform?



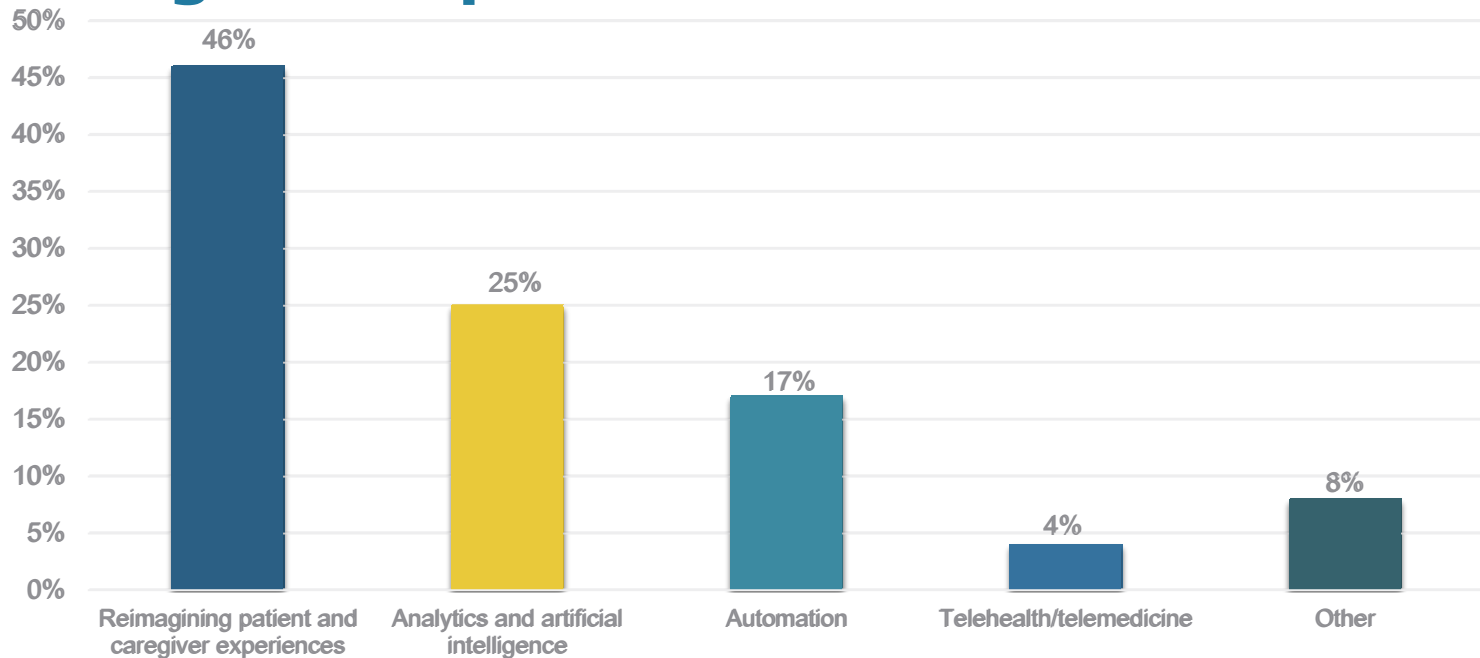
Audience poll

What does “digital” mean to you ?

- ☐ Reimagining patient and caregiver experiences
- ☐ Technology-led innovation
- ☐ Automation
- ☐ AI & analytics



Healthcare executives see digital transformation as reimagining patient and caregiver experiences.



* Damo Consulting survey on Healthcare IT demand 2019



#HIMSS19

Digitally transforming experiences at the Cleveland Clinic

Patients

Activate & Empower

Caregivers

Enable & Engage

Community

Partner & Enrich

Organization

Optimize Value

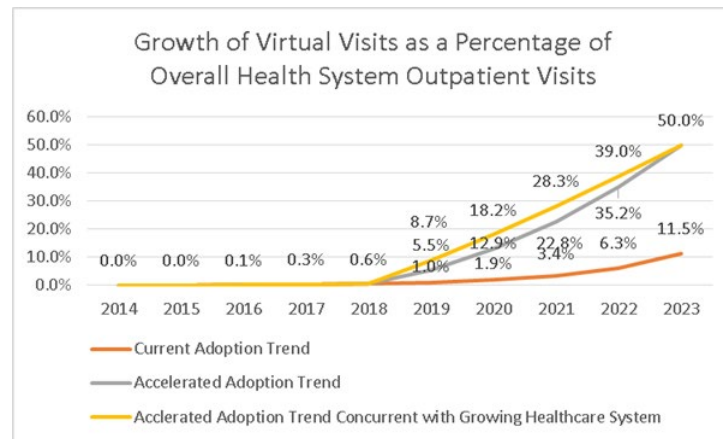
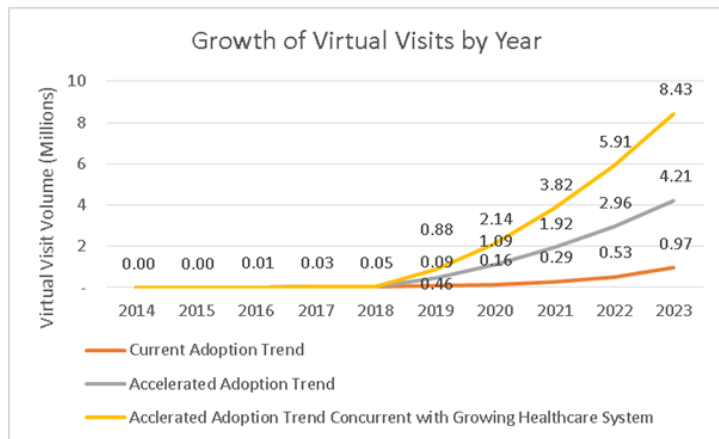


Distance Health program overview



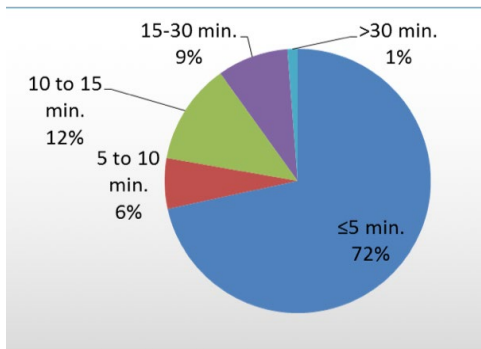
- First scheduled virtual visit September 2014
 - Endocrine, Neuro, Ortho, Urological (Post-op Follow-up)
- On Demand Urgent care launched June 2015

Virtual visits by timeline & depts

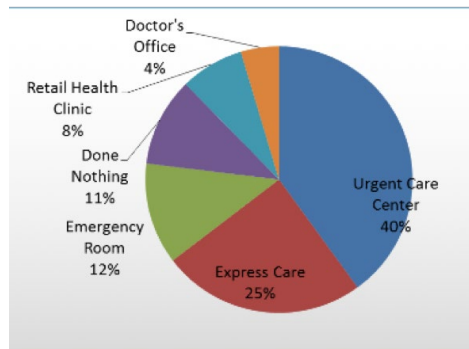


- Virtual visits rose from 0 to 4000 visits monthly (2014 - 2017)
- Increased clinician utilization as well as reduced costs of care
- Significant growth forecast through 2023 in line with strategy

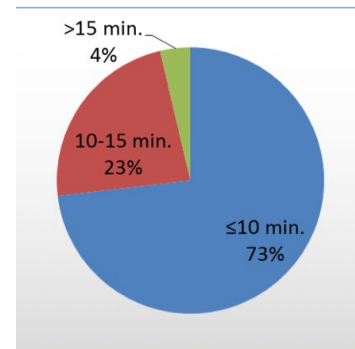
Improved patient experience



Wait time



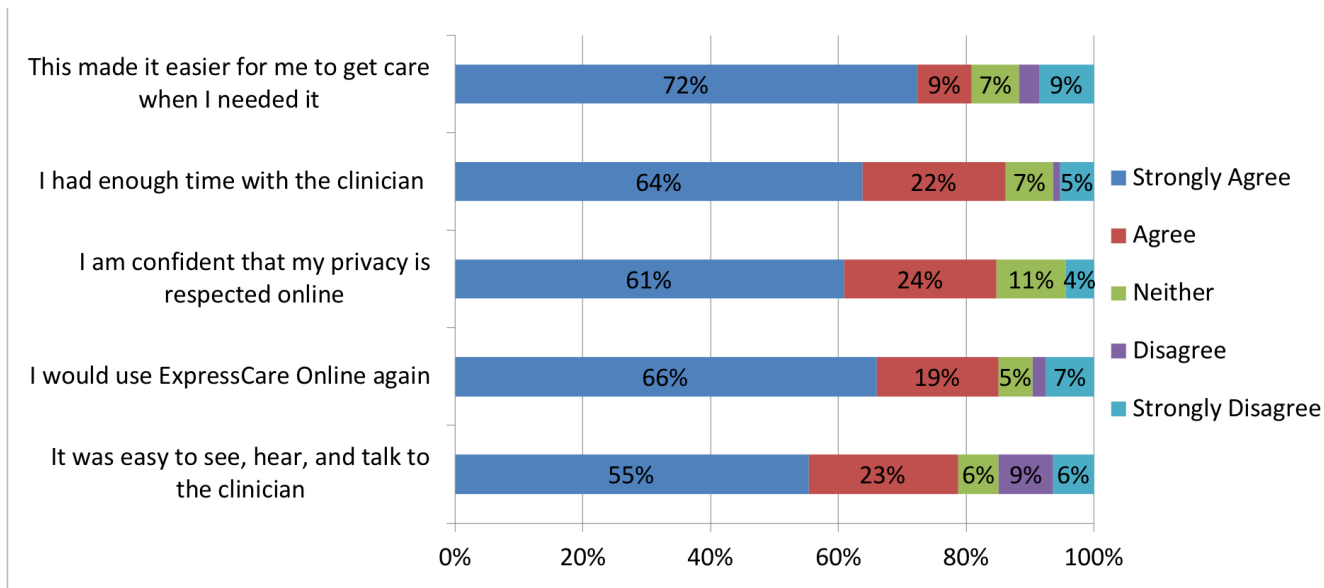
If you had not used Express Care Online, where would you have gone for care?



Duration

- Majority of virtual visits had wait time of 5 mins or less
- Majority of virtual visits lasted 10 mins or less

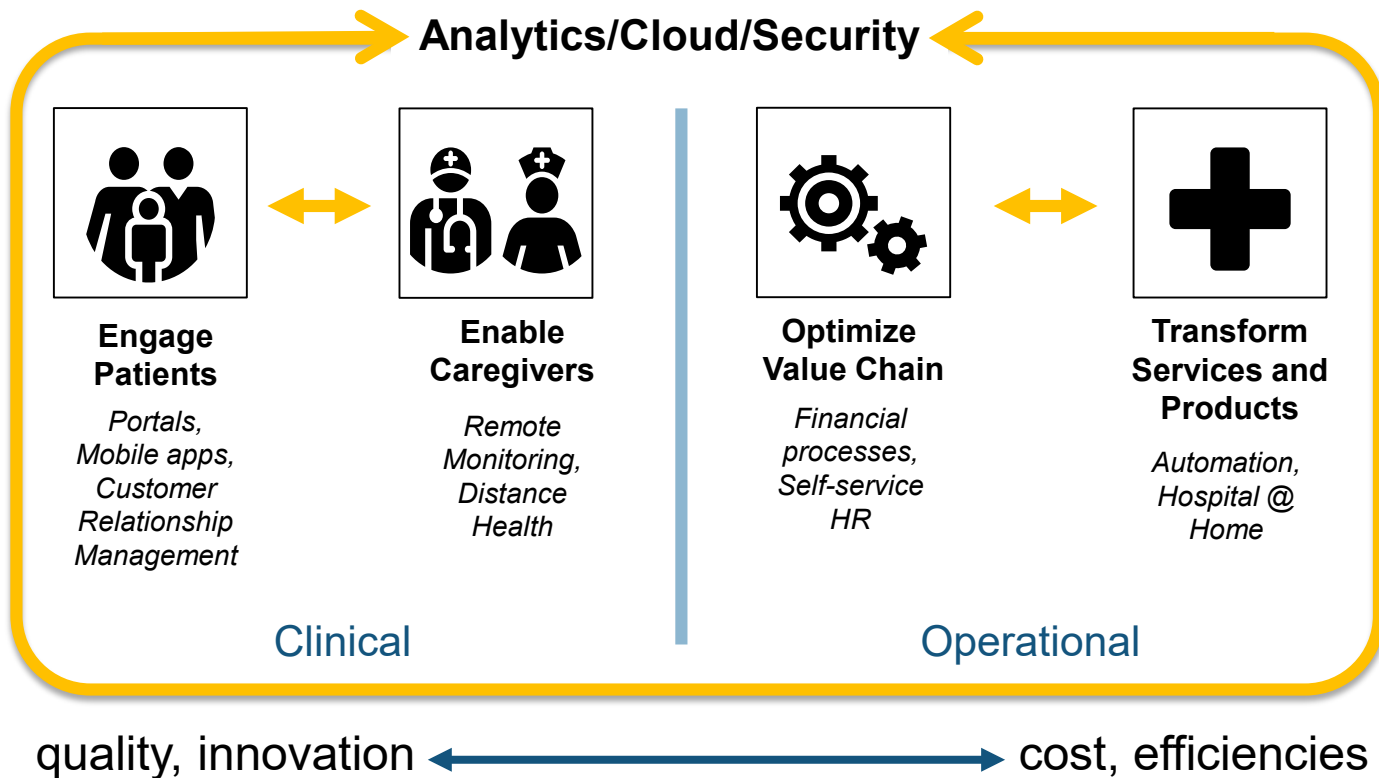
Improved patient experience (contd.)



- Convenience was cited as the most important factor by most patients
- Patients got more time, and more quality time, with the clinician



Digital strategy framework



Digital roadmap development approach



Research

The current state of digitalization in healthcare



Leverage

Experience of peer group health systems



Engage

Think-tanks, best practices, and benchmarks



Collaborate

With partners for tools and platforms



Survey

Internal stakeholders for current initiatives and new digital ideas



Ideate

On internal tools, plans, and experiences



Prioritization matrix: stakeholders, use cases, categories

Patient | Caregiver | Organization | Community

	MODERATE EFFORT	HIGH EFFORT
HIGH IMPACT	Near-term Wins* <ul style="list-style-type: none"> ■ Appointment Scheduler ■ Collaborative Virtual Workspace ■ Contract Management ■ Multi-party video visits ■ Eligibility and Cost Estimation ■ Secure messaging ■ Way-finding 	Game-changers* <ul style="list-style-type: none"> ■ Customer Relationship Management ■ AI/automation ■ Hospital room of the future ■ Hospital@home ■ Unified portal experience ■ Distance Health
MODERATE IMPACT	Add-ons* <ul style="list-style-type: none"> ■ Health guidance apps and tools ■ E-ICU ■ E-consults ■ Virtual health education ■ Rev cycle automation ■ Contract management 	Incubate* <ul style="list-style-type: none"> ■ Electronic lab notebook ■ Central tissue biobank ■ Voice-enabled digital assistants ■ Automated clinical trial enrollment



Evaluation framework for partner selection*

The custodians

We have the data
and the workflow

The innovators

We have a whole
new way of doing it



The enablers

We built it, you can
rent it

The arbitrageurs

We can do it for you
(and for less)

- Adapted from the Big Unlock by Paddy Padmanabhan



Digital partnership – RFP Process

- Issued RFP to select existing partners at the Cleveland Clinic
- Loosely structured, agile approach to assessing partner capabilities
- Included a silicon valley startup with a promising technology platform



The goal : evaluate potential partnerships for “ready-to-deploy” solutions that mapped to identified use cases

Digital strategy – way forward

Enterprise goals for digital 2019-23

- 50% OP visits virtual
- 25% IP days at home

Technology strategy

- Start with Epic functionalities
- Evaluate platforms as strategic enablers e.g. analytics, CRM
- Tap into innovation ecosystem for “last-mile” experiences



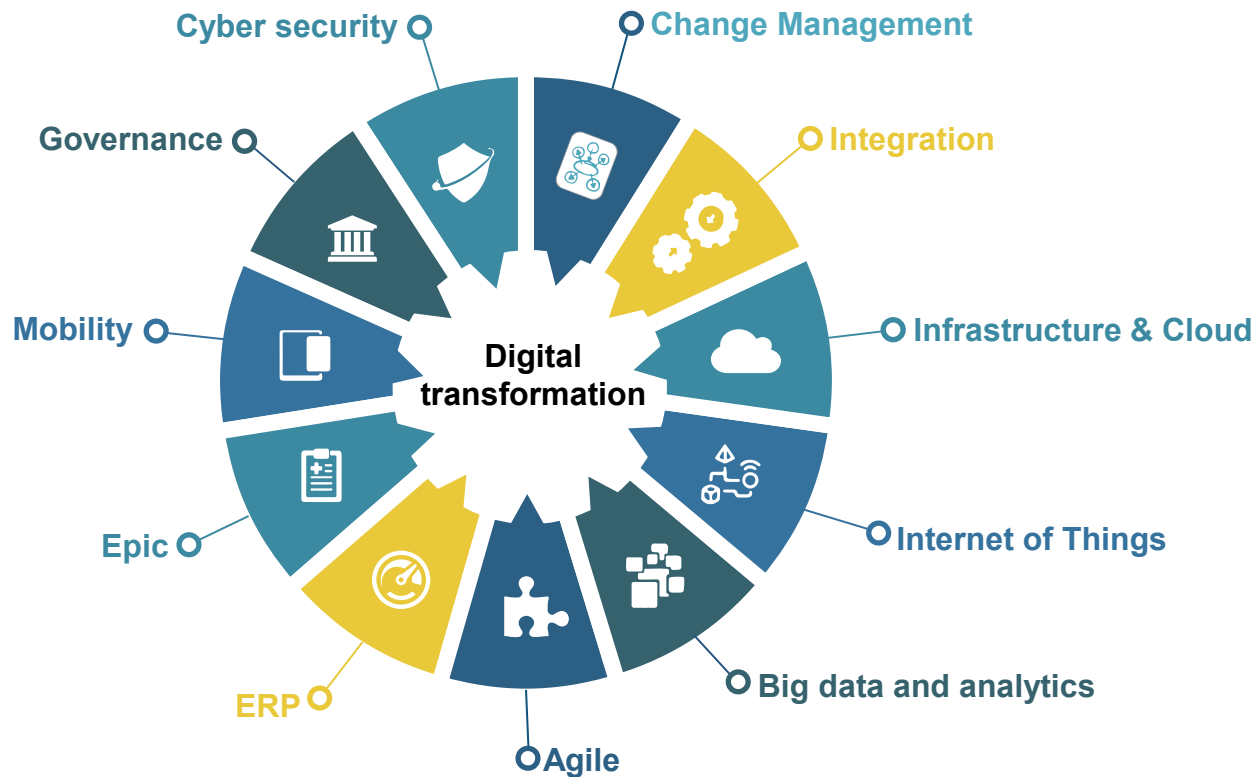
Audience Poll

What is the biggest challenge in executing a digital roadmap?

- Budget and costs
- Technology maturity
- Patient readiness
- Caregiver readiness



Digital Key Enablers



Challenges & barriers

- Lack of scale due to initiatives operating at departmental level
- Digital health platforms from big tech firms not fully developed
- Lack of mature “last-mile” digital health solutions, despite the rapid growth of startups
- Trade-offs between existing EHR functionality and emerging digital health platforms
- Interoperability between digital platforms and EHR systems
- Internal maturity with cloud adoption and cloud-based solutions
- Technical debt consuming resources and budgets
- Lack of reimbursement models to justify digital health ROI



Learnings & recommendations

- Digital transformation is a CEO-level priority; ensure your CEO is fully on board
- Digital is not an “IT” initiative; ensure cross-functional involvement
- Prioritize digital initiatives and implement in a phased manner to minimize execution risks and costs
- There is no single “digital” platform that will meet all needs; prepare for a “best of breed” approach.
- Invest in governance, change management, and integration for a successful digital transformation
- Digital is new to everyone: be prepared to take technology and financial risks



Questions

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- Paddy Padmanabhan, CEO, Damo Consulting Inc., paddy@damoconsulting.net @paddypadmanabha



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