

CASE STUDY

Telehealth Strategy and Business Planning

Catholic Health

BUFFALO, NY

NEARLY
10%
of the eligible
population enrolled

8.4
MINUTE
median
wait time

97.4%
patient satisfaction rating

13.1
MINUTE
median visit time

CATHOLIC HEALTH (CHS) provides care to the Western New York region, which has a patient population of nearly 2.8 million.

THE CHALLENGE

In 2018 and 2019, CHS was investing in both its strategic operating model and technology platforms. **CHS envisioned utilizing the vast data generated through its streamlined technology to understand patient and provider insights necessary to transform care.** A key component of this strategy was developing a comprehensive digital and telehealth ecosystem. To meet this need, CHS engaged ECG to lead a current-state assessment and telehealth business plan development process.



CHS SAW NEARLY 100K ED VISITS

ANNUALLY. Approximately 42K of those visits were considered low acuity. Telehealth provided the opportunity to convert a percentage of those low-acuity ED visits to virtual visits, reducing costs and improving patient experience and satisfaction.

THE PROCESS

ECG interviewed 20-plus stakeholders from across the CHS enterprise, representing operations and service lines, IT, payer strategy, finance, business development, and marketing, as well as patient advocates and physicians. Through these conversations, ECG surfaced leadership perspectives on the strategic imperatives for establishing a telehealth offering and the factors unique to the Western New York market that could be addressed through a telehealth program. ECG then led CHS through a strategic visioning process focused on understanding best practices and “futurist” telehealth concepts. Additional work streams included the following:

Conduct capacity analysis to determine optimal FTE counts to provide 24x7 coverage.

Identify opportunities to reduce cost of care and improve quality through alternative payment models/risk-sharing models with payers.

Develop a clinical integration strategy to offer telehealth visits through independent provider practices and urgent care groups.

Following this visioning process, ECG worked with key leaders to develop a comprehensive business plan that articulated CHS’s:

- ✓ Telehealth strategic imperatives.
- ✓ Guiding principles.
- ✓ Prioritized use case roadmap.
- ✓ Program governance.
- ✓ Financial projections.
- ✓ Implementation project plan.

THE OUTCOMES

Ultimately, ECG and CHS work groups partnered to **manage the implementation of CHS’s initial telehealth use cases and scale telehealth offerings** to multiple direct-to-consumer-patient populations. Within the first four months, the teams saw:



Nearly 10% of the eligible population enrolled.



13.1 minutes median visit time.



8.4 minutes median wait time.



97.4% patient satisfaction rating.

CONTACT US

To learn more about ECG’s Digital Health services, contact:



ASIF SHAH MOHAMMED

Principal

ashahmohammed@ecgmc.com

ECG MANAGEMENT
CONSULTANTS

A Siemens Healthineers Company

➤ For more ECG case studies, visit us at ecgmc.com/clients/case-studies.