

## SNI Webinar Recap

# Virtual Care Measures of Success: 3-Month Check-in

On March 1, 2022, SNI hosted the webinar, *Virtual Care Measures of Success: 3-Month Check-in* featuring a presentation from leaders at UCSD Health. The webinar slides and recording are available [here](#). Below are key takeaways from the session.

## UCSD Health's Telehealth Strategy

### UCSD Health's Telehealth Program Evolution

Prior to COVID-19, UCSD Health started to shift from "opportunistic to strategic telehealth." Demand brought on by the pandemic pushed them further to develop an enterprise-wide strategy. The Telehealth Team was moved under the Transformational Health department, which oversees operational and cultural change across the organization, and tasked with embedding telehealth as part of standard care.

### Telehealth Team Organizational Structure

- Leader dyads (operational & clinical)
- Ambulatory specialists
- Information systems resources
- Stakeholder champions
- Ability to leverage other teams under Transformational Health (e.g., Lean management, project management)

### Optimization of Telehealth

UCSD Health uses the following strategies to drive telehealth decision making:



Work with Lean/project management teams to assess existing ambulatory workflows and customize telehealth support.



Assess how new tools can improve flexibility for patients and providers.



Compare utilization and experience scores to drive resources to clinics with the greatest needs.



Adapt scheduling templates and processes to maximize telehealth and improve access.

*"It's not about how much telehealth we should be doing; it's about how well telehealth supports the care we're already giving." - Emily Perrinez, UCSD Health*

### Strategic Resource Allocation Process for Telehealth Project Requests

**Project champions complete a telehealth intake form** with estimated costs, alignment with strategic priorities, KPIs, and ROI.

**Completed forms are reviewed, prioritized, and vetted** against organizational policies.

**Telehealth Team Steering Committee reviews** for alignment with organizational strategy.

**Project teams lead implementation** with support from the Telehealth Team.

### Defining Success

Successful telehealth projects at UCSD Health are not opportunistic; they have a clinical champion, a strong business case, and align with UCSD Health's core pillars. Return on investment is not necessarily financial – it can be demonstrated by improvements in satisfaction, outreach, access, and more.