Patient Engagement, Your Revenue Model, and Practice Fragility

Assessing and fixing your practice's hidden vulnerability for the COVID Era

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Objectives

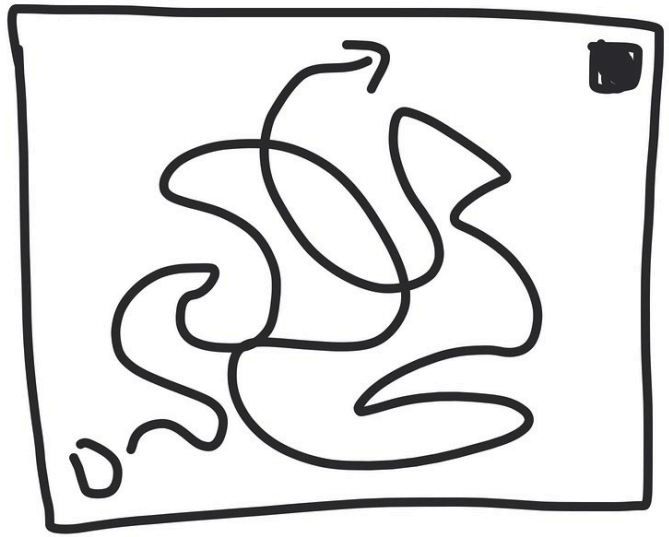
- If you haven't already, **register at VirtualPractices.org**
- Protect your patient and practice from future disruptions.
  - Understand the importance of health action plans.
  - Establish a revenue model that optimizes engagement (and therefore outcomes) and minimizes volatility in turbulent times.
- Log your questions and send them to: **impact@virtualpractices.org**
- **Next session**: The Power of Bundled Programs: How to design, build and price a bundled program – starting with COVID

Fragile Revenue Models

- Visit-based vs. subscription vs. package models
- Opt-in vs. opt-out with payers

Fragile Engagement Models

- Fragility of patient engagement
  - Defined care plans vs. build it as we go



Enhancing Engagement

Protecting your patients and practice against future disruptions

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Train Patients for the New Reality

- Reset patient expectations anticipating future disruptions…
- Train patients on your telehealth infrastructure.
- Create opportunities to rehearse a visit.

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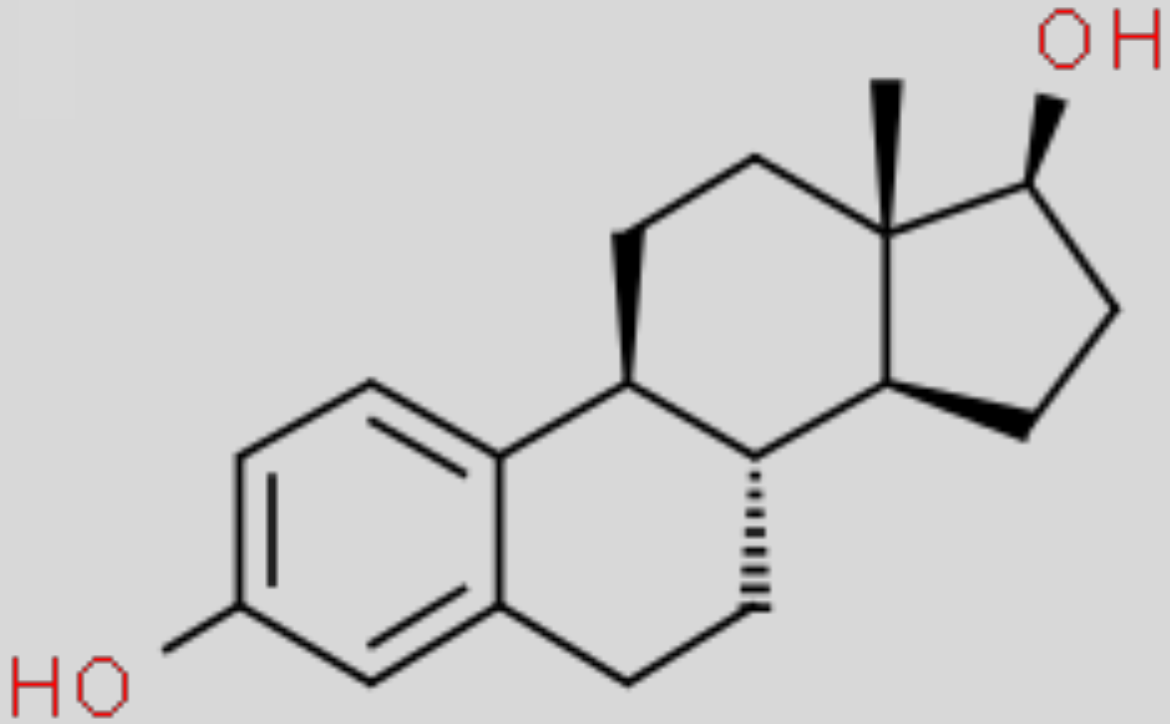

Naturally Engaging Care Paths

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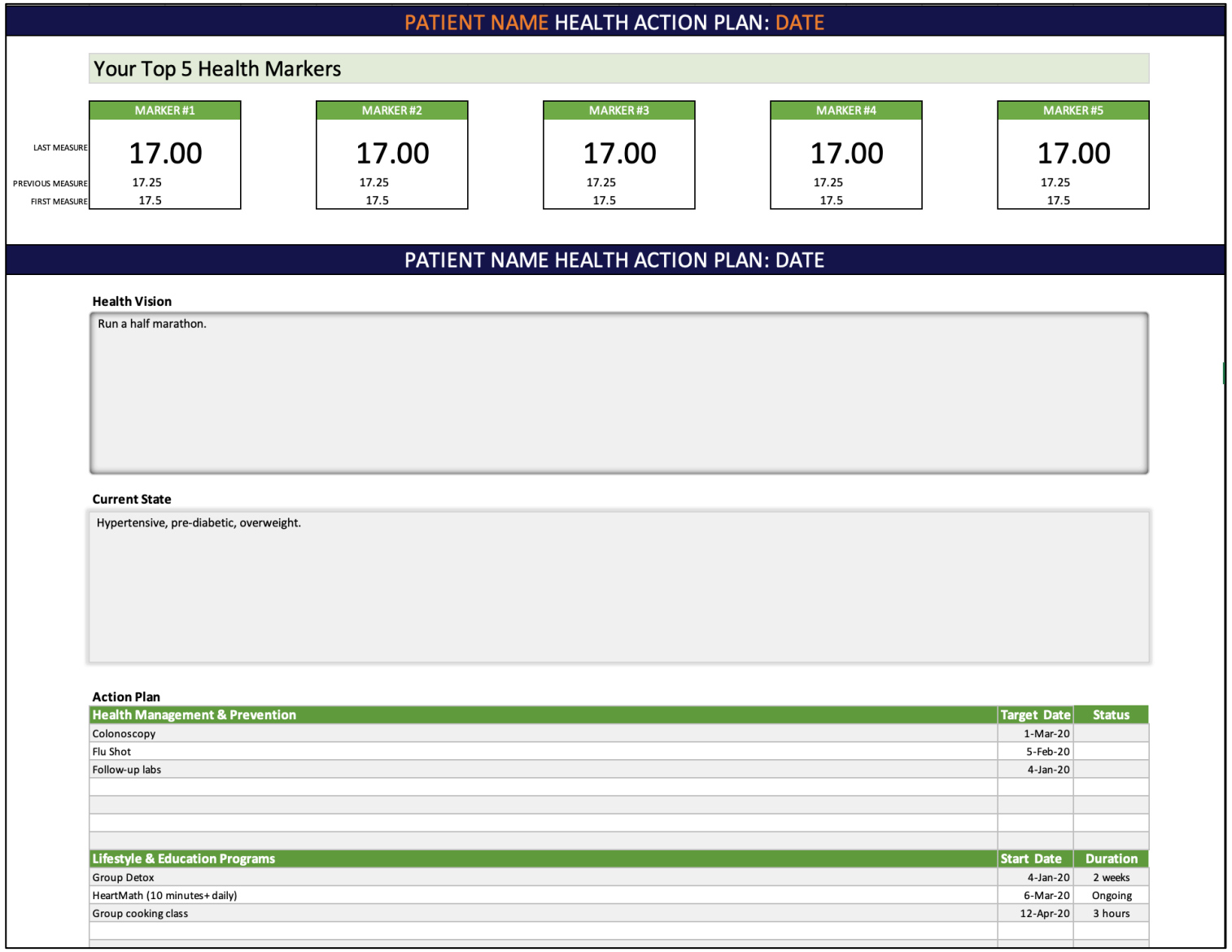
Health Action Plan

- Provides a useful and valuable take-away for the patient
- Creates a common reference point and context to serve the patient regardless of health or circumstances
- Ensures consensus and comprehension of the path and destination
- Drives engagement and adherence
- Minimizes attrition

Sample Plan

- Identify the five key metrics that are most linked to the desired outcome.
- Health Vision
- Current State
- Action Plan (to-do list)



PATIENT NAME HEALTH ACTION PLAN: DATE

Your Top 5 Health Markers

	MARKER #1	MARKER #2	MARKER #3	MARKER #4	MARKER #5
LAST MEASURE	17.00	17.00	17.00	17.00	17.00
PREVIOUS MEASURE	17.25	17.25	17.25	17.25	17.25
FIRST MEASURE	17.5	17.5	17.5	17.5	17.5

PATIENT NAME HEALTH ACTION PLAN: DATE

Health Vision

Run a half marathon.

Current State

Hypertensive, pre-diabetic, overweight.

Action Plan

Health Management & Prevention	Target Date	Status
Colonoscopy	1-Mar-20	
Flu Shot	5-Feb-20	
Follow-up labs	4-Jan-20	

Lifestyle & Education Programs	Start Date	Duration
Group Detox	4-Jan-20	2 weeks
HeartMath (10 minutes+ daily)	6-Mar-20	Ongoing
Group cooking class	12-Apr-20	3 hours

Sample Plan

- Medications & Supplements
- Key principle: Specificity drives adherence

John Doe Health Dashboard & Action Plan: 29-May-2020

Medications & Supplements

Prescriptions	Instructions	Start Date	Stop Date

Supplements	Instructions	Start Date	Stop Date

Created by Dr. ABC (DrABC@practice.com) on 29-May-2020.

Revenue Models

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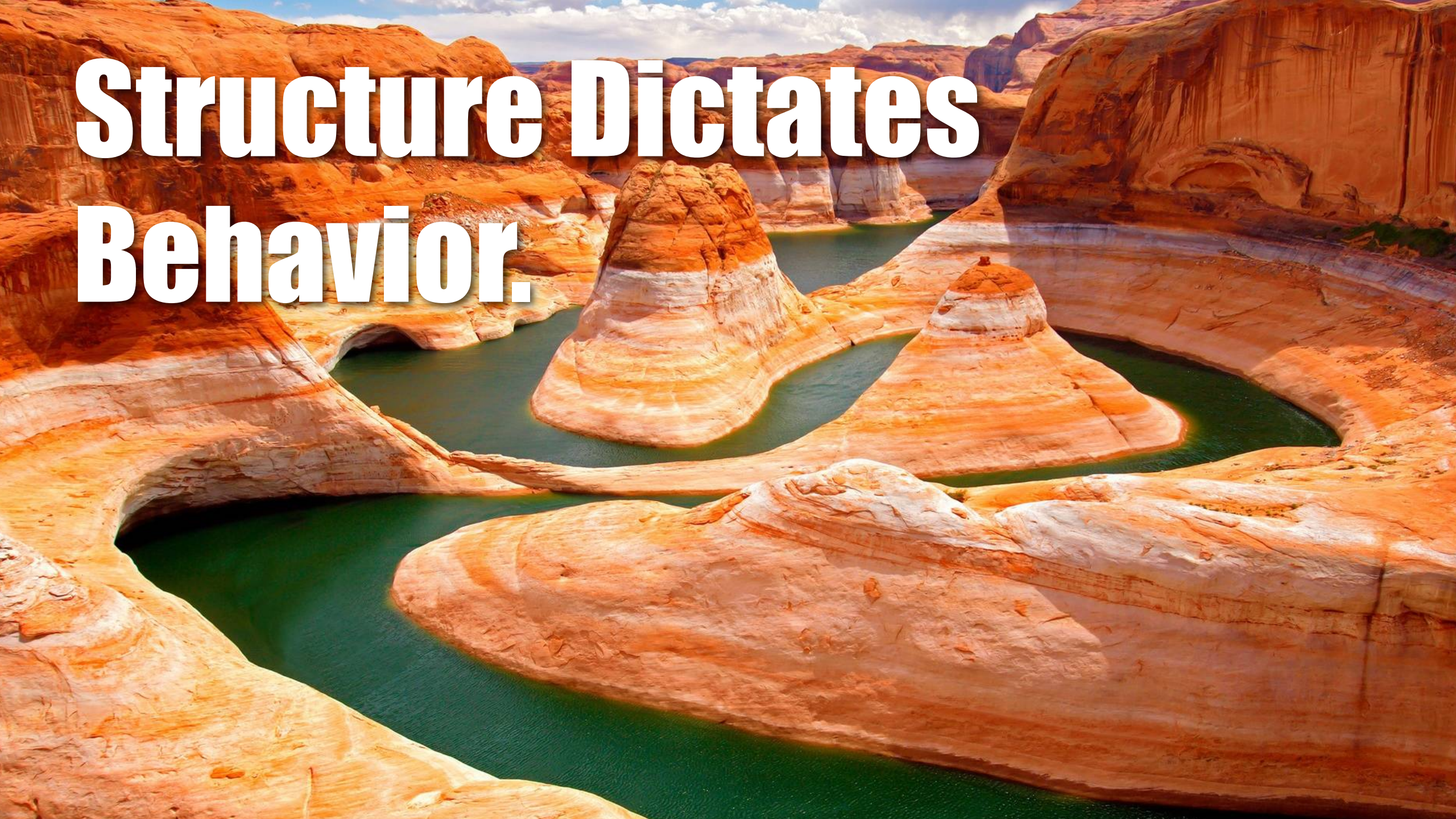
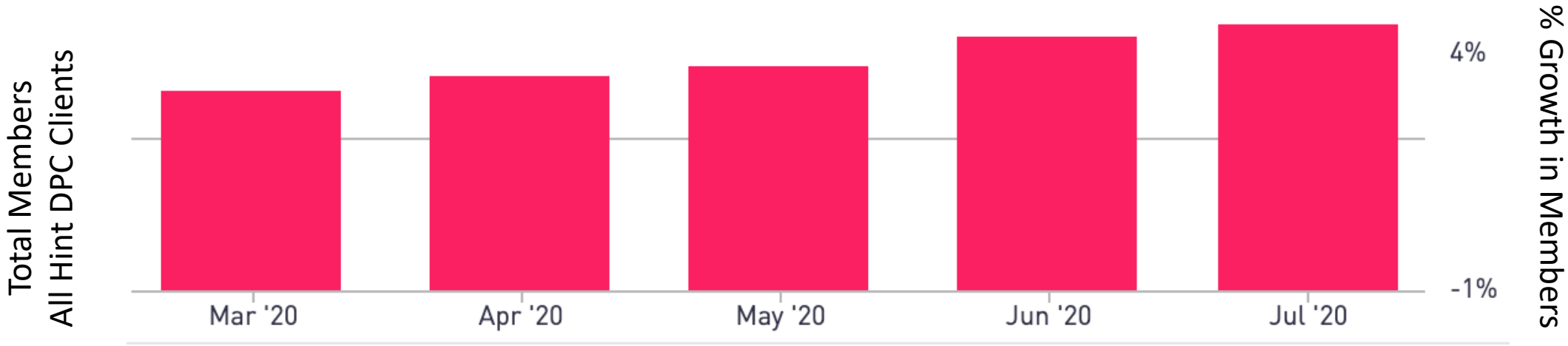

Structure Dictates
Behavior.

About Far More Than Money

- Pricing is about revenue. **Revenue models are about relationships and behavior.**
  - Patient engagement
  - Health outcomes
  - **Practice fragility**

DPC Memberships Since Stay-at-home Orders

4.25% Growth: A Triumph of Value over Volume-based Models



Hint Health

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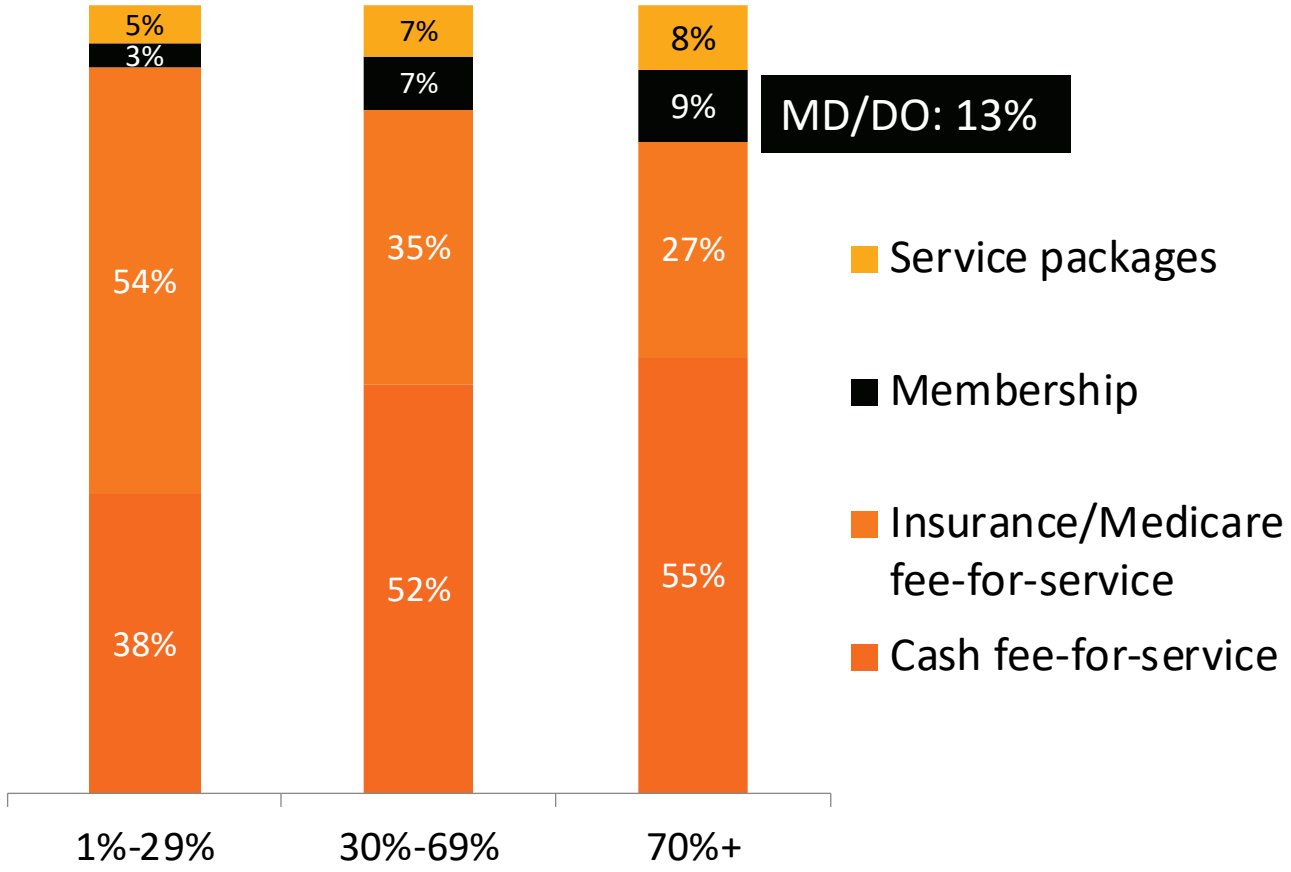
Which of the following is the primary business model you use for services rendered to patients?

By percent time practicing functional medicine



2016 distributions:

- <30%
  - Cash fee-for-service: 23%
  - Insurance: 73%
  - Membership: 5%
- 30%-69%
  - Cash fee-for-service: 44%
  - Insurance: 50%
  - Membership: 5%
- **70%+**
  - **Cash fee-for-service: 70%**
  - **Insurance: 25%**
  - **Membership: 5%**

% time practicing Functional Medicine >0%, US only

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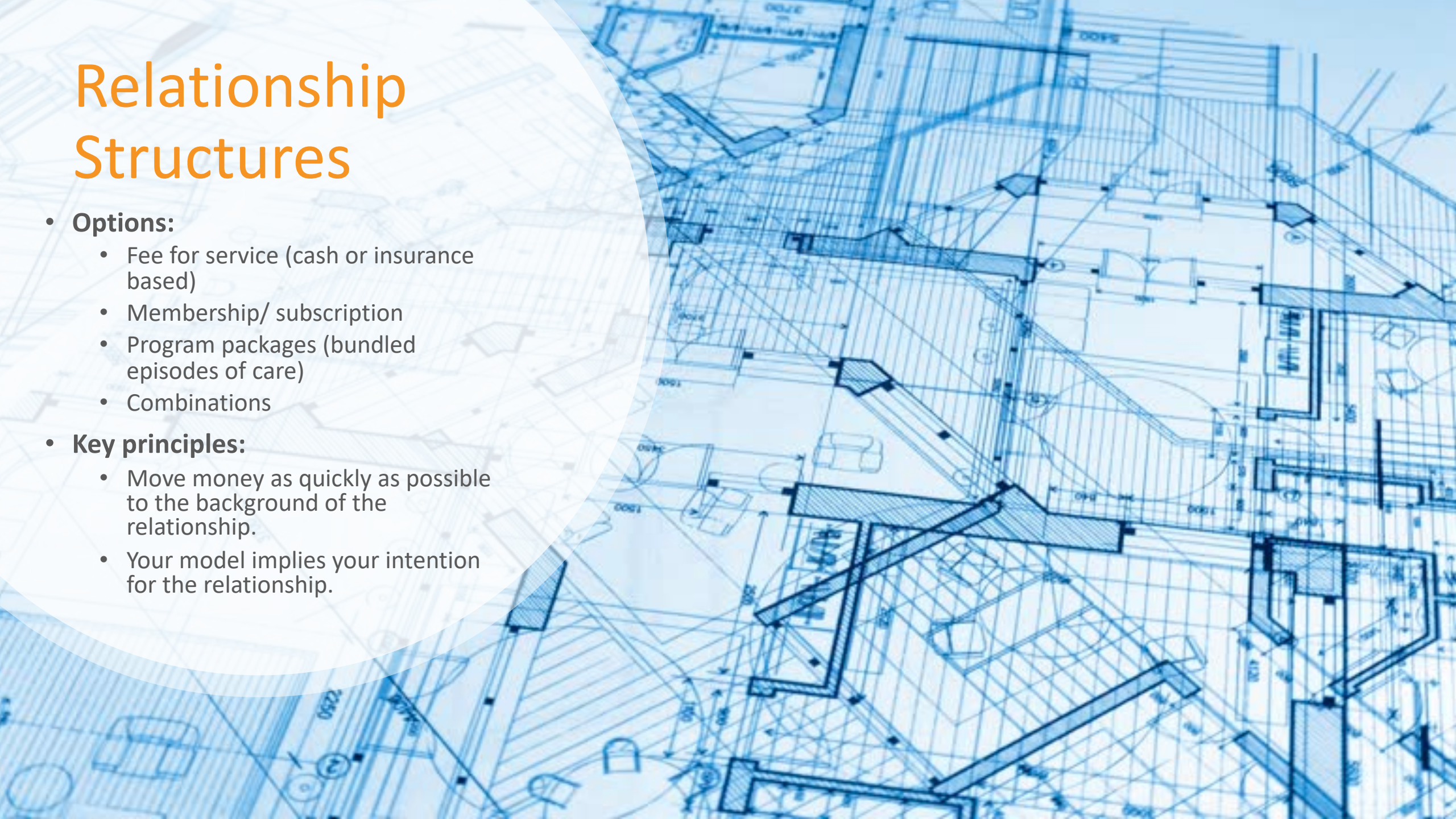
Relationship Structures

- **Options:**
  - Fee for service (cash or insurance based)
  - Membership/ subscription
  - Program packages (bundled episodes of care)
  - Combinations
- **Key principles:**
  - Move money as quickly as possible to the background of the relationship.
  - Your model implies your intention for the relationship.

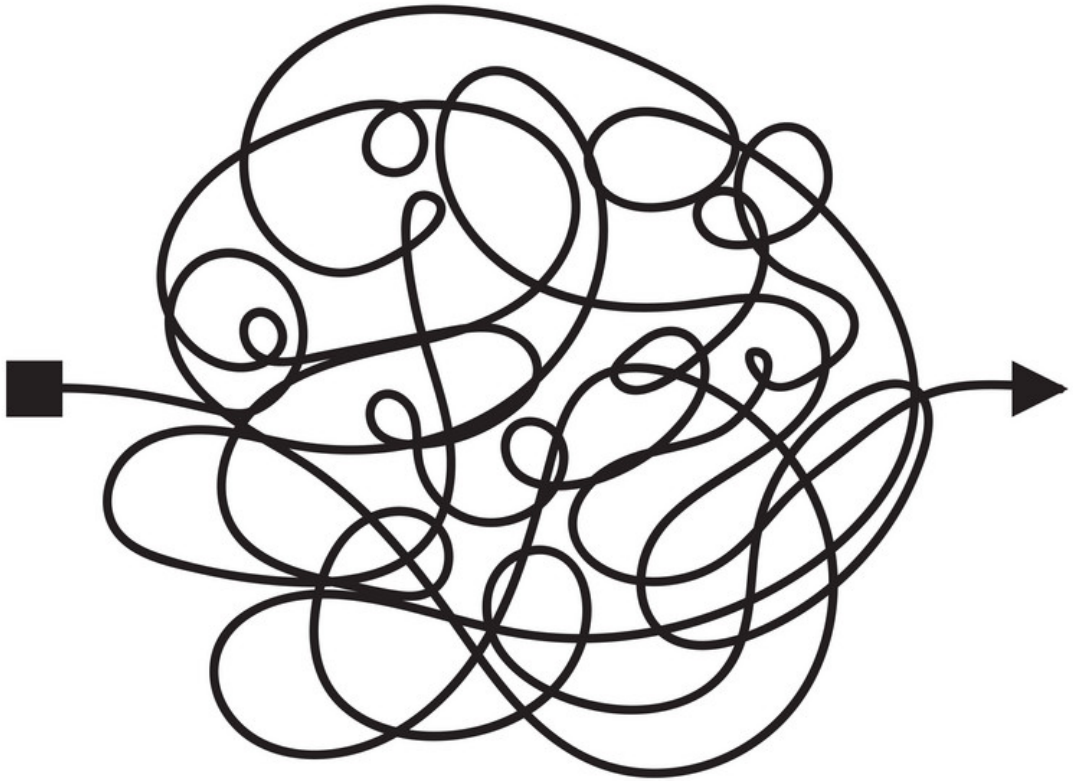


Selecting Your Model

- **Relationship preference**
  - Long-term vs. episodic
- **Patient demographics**
  - What percentage of your practice is/will be seniors?
  - What percentage of your patients will have high deductibles?
- **Promotion**
  - Do you have a reliable source of ongoing new demand?
  - Do you enjoy sales and marketing?
  - Are you good at it?
- **Can you work to a protocol?**

Why is this more complicated for you than for other practitioners?

- The relationship between your training and workload variability among patients.
- The challenge of single tier membership models in functional and integrative medicine.



Combining Two Approaches

- Bundled programs + subscription-based maintenance
- With or without insurance and Medicare
  - Revisit the fee for non-covered service approach

The Maintenance Membership:
Infrastructure & Perks

- Membership benefits **(non-Medicare eligible patients)**:
  - Practice access and communication (email, text, cell phone, etc.)
  - Virtual visits
  - Health data portal
  - Remote monitoring and digital health analytics (and companion digital health kit)
  - Negotiated cash discounts on labs, imaging and other services
  - Year-end statement for IRS reporting

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The Maintenance Membership:
Care Management

- Annual health evaluation (possibly excluding of lab/ diagnostic testing)
- Follow up consultation & health action plan
- Monitoring of care management plan for stable chronic illness and/or wellness
- A defined number of consultations/visits
- Maintenance of Timeline and Matrix (LivingMatrix)
- Management of acute and other primary care needs
- Coordination of home testing
- Medication and supplement management via online supplement store
- Healthcare navigation (coordination of care/ referrals)
- Member educational programming

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The Maintenance Membership:
Fee-for-Service Menu

- Overflow consultations/ visits
- Advanced lab testing and consultation
- Consultations with school systems, family, or other providers
- Programs

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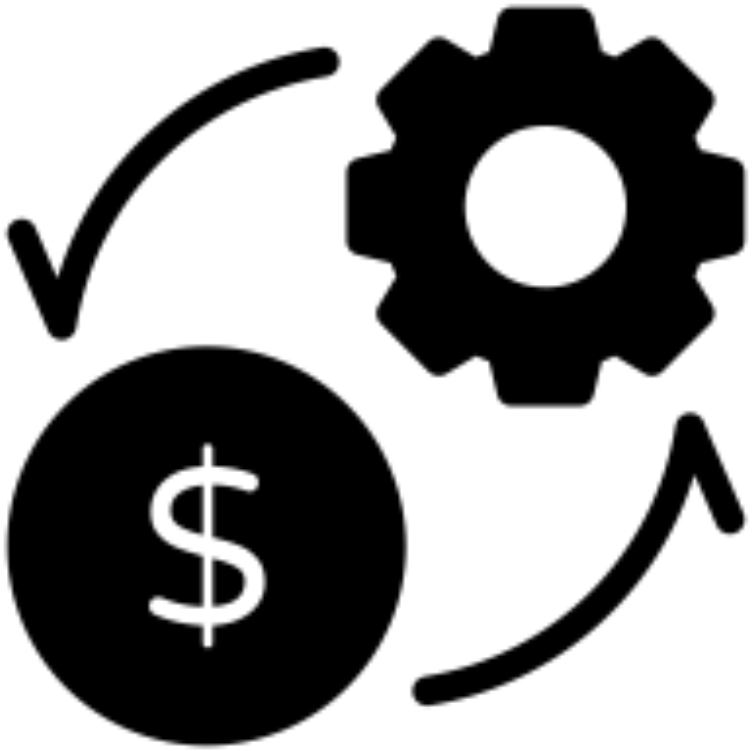

Hint Health

Simplifying Recurring Payments

Do not limit your creativity based on concerns over billing implementation.

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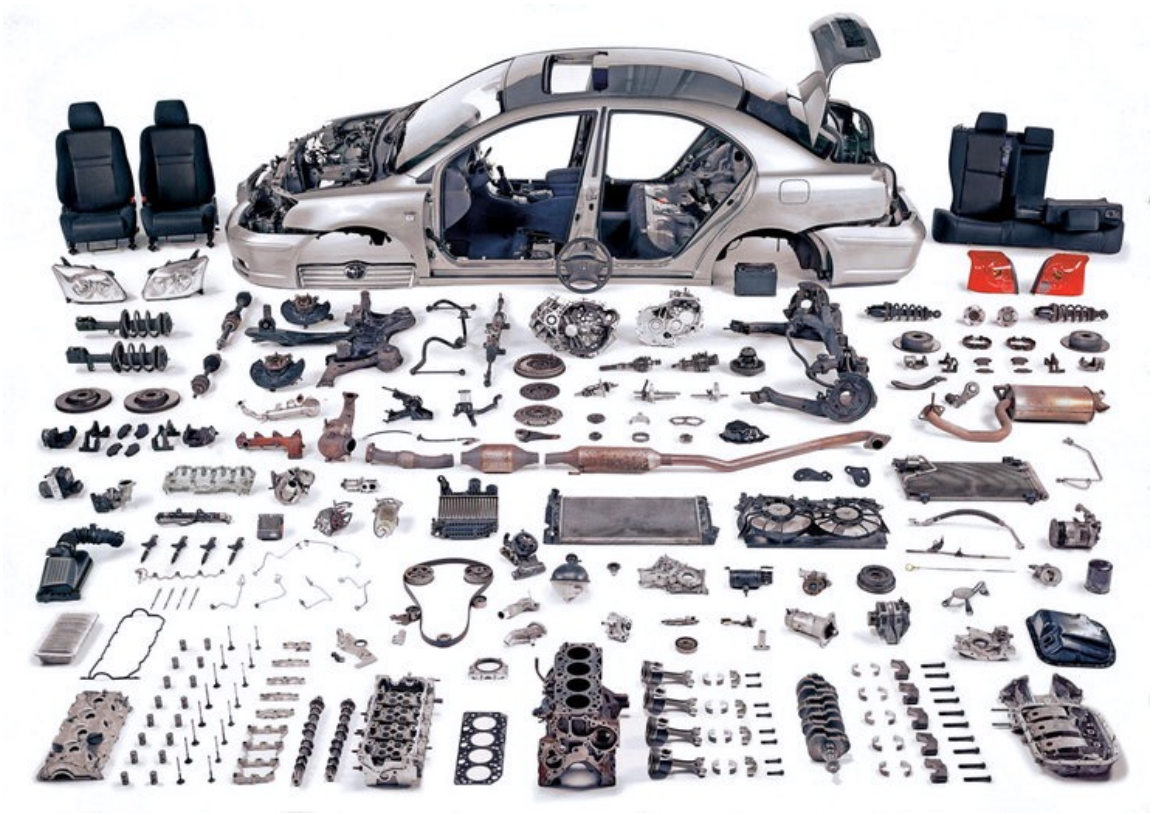
Building Episodes of Care



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Homework

- Join the Virtual Practices Facebook community
- Start training patients on your virtual infrastructure.
- Create a basic Health Action Plan format for use with patients.
  - The VirtualPractices Excel version is free for you to use.
- Identify the revenue model that best suits you and your practice.
- Submit your questions and requests for help to: **Impact@VirtualPractices.org**
- **Next Workshop:** The Power of Bundled Programs: How to design, build, and price a bundled program - starting with COVID

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