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More on Care Anywhere: Orchestrating care delivery in a location agnostic care model



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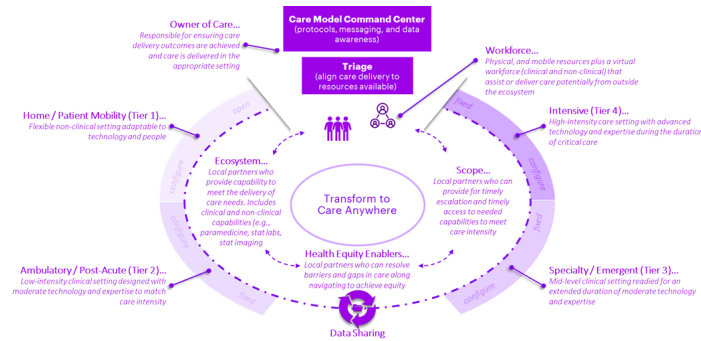
April 5, 2022

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Before You Read

This blog post is a part of a broader series exploring the Care Anywhere framework for care delivery. This framework empowers patients to receive coordinated and appropriate care by identifying the personalized combination of care locations and modalities that optimize health outcomes, access, experience, and cost. As described in the earlier [blog post](#), The Care Anywhere framework orchestrates an ecosystem of approximately forty capabilities across a geographic region to drive care to the most appropriate,

preferred location for a patient (e.g., home, configurable ambulatory, hospital at home). Care Anywhere is a provider-focused approach to ensure care can be delivered and supervised.



A Post-Pandemic Approach to Care Delivery

COVID-19 accelerated the adoption of digital health, changing the healthcare landscape for the foreseeable future. The pandemic introduced various pressures to the US health system, including reduced in-person interaction from extended lockdowns, clinician shortages, telehealth coverage expansion, and the influence of surrounding industries quickly adopting remote, convenient alternatives to previously in-person services. The pressures prompted a surge in virtual and digital care delivery. In March 2020 alone, the US saw a **154%** increase in telehealth visits compared to the same period in 2019.

Although the pandemic drove the expansion of alternative care platforms, the demand for location-flexible services is here to stay. In 2020, the US experienced a record high in digital health funding, **with \$14.6 billion invested across 460 US digital health deals, compared to \$7.7 billion the previous year.** That record was quickly broken within the first six months of 2021, with \$14.7 billion invested in US digital health deals.

This evolution of new, innovative care delivery channels has introduced a unique set of challenges. Current digital health applications often **fail** to promote patient adherence. Even though **75%** of US patients want more personalized healthcare, in reality, care delivery today often adopts a one size fits all approach. This personalization, however,

requires the navigation of seemingly countless care delivery options. Today, **more than 350,000** digital health apps are available to consumers, of which 90,000 were newly introduced in 2020. Additionally, there are **150 and counting** commercially available options for digital therapeutics and digital care products. With all these choices available, how can those managing patient health select a personalized approach for each episode of patient care?

The Care Anywhere framework addresses these current challenges by systematically narrowing care delivery options to a single optimal care location, reflecting clinical appropriateness and stakeholder preference. Through a 3-step process introduced in a previous article linked [here](#), this care model selects the care modalities and associated care settings that “fit” the care needs, preferences, and constraints of key stakeholders.

The Care Anywhere model then translates this optimized selection of care modalities to a delivered, personalized patient experience. This paradigm relies on complex connections between payers, providers, employers, patients, and medical providers, to create a dynamic and fully integrated healthcare ecosystem capable of personalizing care delivery based on preference and needs.

Delivering Care Anywhere – Meeting the Liquid Expectations of Patients While Transforming How Care is Provided

At the core of the Care Anywhere framework is the recognition that patient-centric, provider-enabling care will require orchestration across a real, geographically focused delivery market, like the graphic below. As the diagram illustrates, Care Anywhere utilizes both physical and virtual care in a natural, highly coordinated, and intentional fashion to meet the expectations of patients and health professionals. Care Anywhere also focuses on applying levers that impact the overall cost of health care, specifically

workforce and physical facility levers. Care Anywhere is unique as it considers:

1. The coordination and orchestration of care through care model command center, triage, and data
2. A liquid workforce using physical and virtual workforce
3. Care delivery through tiered and configurable care locations
4. Strategies for leveraging the ecosystem of partners within a geography



Care Model Command Center, Triage and Data

Care Anywhere's success requires orchestrating the right care, to the right patient, at the right time, ensuring the correct expertise and resources to achieve expected outcomes. Among Care Anywhere's key capabilities enabling this orchestration are established care delivery protocols, as well as consistent patient messaging across the ecosystem. Additional capabilities include data availability and completeness, with clear expectations for data and how it will be used.

Based on clear protocols, messaging, and data availability, Care Anywhere drives care delivery through another capability – a command center. The command center enacts and monitors care protocols, ensuring the positioning of the resources (people, technology, supplies, etc.) to deliver care. Breakdowns are recognized early, allowing for care to be re-routed or re-scheduled. Care

needs are clearly triaged, and the Care Anywhere framework is used to determine how best to meet a patient’s needs.

The below table highlights some examples of these key Care Anywhere functions.

Function	Care Anywhere Category	Function Description	Market Examples & How They're Executing
Patient Responsible Messaging and Protocols	Owner of Care	Protocols to the structure how care is to be delivered and the consistent messaging to ensure the patient that there is a responsible provider who is supported with a broader care team	<ul style="list-style-type: none"> Mayo Clinic & Kaiser Permanente Care @ Home Programs: in partnership with Medically Home, these new care-at-home programs utilize required protocols for high-acuity care in the home and integrated communication, monitoring, and safety system technology in the home to provide consistent messaging.
Triage	Owner of Care	Paramedicine type triage to ensure that the patient or interested patient situation is resolved, effectively connected to the correct resource, and the individual is supported with ongoing care	<ul style="list-style-type: none"> Babylon Health: AI conversational chatbot based platform that offers virtual triage services that connects consumers to the right care and allows virtual appointment scheduling and consultations. UCM Digital Health: digital front door platform with 24/7 telehealth triage, navigation, and treatment services for urgent and emergency care, primary care, and home testing.
Command Center	Owner of Care	Medical and patient flow command center. Physicians and other extenders virtually assess patients to order, fulfill, and dispatch required medications, other supplies, clinicians, and services to deliver care. The command center may assist in determining the right setting for care, but the focus is on ensuring the delivery of care at the appropriate setting.	<ul style="list-style-type: none"> Medically Home: 24/7 medical command center staffed by an array of clinicians and an integrated care team in the community who deliver care to patients at home. The command center enables surgical procedures to be performed outside the hospital by linking the ambulatory surgery center to the temporary hospital unit in the home, which is made safer through the use of advanced software and tools.

Liquid Workforce

Care Anywhere is a “person-centric” care model, and the healthcare workforce is included in that focus. Recognizing the healthcare workforce's significant challenges, Care Anywhere's innovative solutions determine how the workforce will be used to meet patient needs and optimize available resources.

Care Anywhere places an intense focus on connecting the patient to those providing health in increasingly unique ways. These providers range from onsite health professionals to mobile professionals and virtual professionals. To appropriately leverage these providers, and increase the effectiveness and efficiency of care delivery, Care Anywhere aims to:

1. Appropriately target care providers by matching the level of expertise required to the care delivered.
2. “Move” the level of staff to a care location as determined by appropriateness leveraging a virtual and mobile workforce
3. Use a virtual workforce to provide multi-modal, dynamic care

Each of these aims will optimize care costs and reduce the negative impacts of the current care system, especially those seen during the pandemic.

Tiered and Configurable Care Locations

Care Anywhere established a framework to determine the most appropriate and preferred location for care based on four tiers – from Home/Patient Mobility (Tier 1), Ambulatory/Post-Acute (Tier 2), Specialty/Emergent (Tier 3), and Intensive (Tier 4). Tiers 2 through 4 include traditional sites of fixed-configuration physical care. While Care Anywhere recognizes the continued value of traditional sites of care, the Care Anywhere framework encourages less costly, configurable locations when appropriate and preferred. The table below highlights some of those examples.

Function	Care Anywhere Category	Function Description	Market Examples & How They're Executing
Remote Surgery	Tier 4	A configurable surgery suite that includes the ability to add equipment and staffing where portions of the surgical team, including the surgeons are at a remote site	<ul style="list-style-type: none"> Teladoc and Proximie: these companies partnered to integrate Proximie's software – which allows doctors to virtually scrub in for procedures – in its virtual care platform for hospitals and health systems USIA Surgical Platform: portable robot that allows surgeons to perform real-time minimally invasive single incision surgeries, without the need for the dedicated space or infrastructure typically required for "mainframe" robotic systems
Configurable Acute	Tier 3	Acute care unit that can be configured to any intensity in an inpatient or other bed focused setting including technology, staffing, and other criteria to meet the needs of a patient and the providers offering care	<ul style="list-style-type: none"> CMS Hospital Without Walls program: CMS created a program to help deal with COVID surges that allowed healthcare systems and hospitals to provide services in locations beyond their existing walls (e.g., hotels, dorms, rehabilitation centers)
Configurable Emergency	Tier 3	Emergent care location that can quickly be configured to meet a specific need. Configuration might include space, physical equipment, technology, and other easily mobile resources	<ul style="list-style-type: none"> Sammels Orthopedic Immediate Care Center: specialty care center for orthopedic injuries/cases and technology catered to those cases; when a patient's injury requires more specialized care, they also have access to the orthopedic experts at NYU Langone Orthopedic Hospital
Configurable Mobile Emergency	Tier 3	Ambulances, mobile emergent capability that can be quickly configured to meet a specific need. Configuration might include physical equipment, technology, and other easily mobile resources	<ul style="list-style-type: none"> Westmoreland County's Mobile Command Center: in 2018, purchased a high-tech mobile command center that includes a large work area and enhancements that will give emergency response crews access to digital information (e.g., mapping programs, satellite communications, internet services and video monitoring capabilities)
Configurable Rehab	Tier 2	Open ambulatory care setting designed to provide rehabilitation services with configurable space, physical equipment, technology and other easily mobile resources	<ul style="list-style-type: none"> Home Advantage Rehab: provides rehab therapists to the homes of patients; therapists are equipped with the same tools that would be used in a clinic
Transportation	Tier 1	Vehicles setup and maintained to provide health access	<ul style="list-style-type: none"> Ride Health: integrated transportation platform that partners with healthcare organizations and transportation providers to manage transportation benefits and programs and improve access to care and social services for complex populations Uber Health: dashboard for healthcare organizations to provide non-emergency transportation for patients and caregivers to get to and from their doctor appointments or other medical procedures.
Office/Business	Tier 1	Care access in an office or business setting capability of being configured to need	<ul style="list-style-type: none"> Corner: in Kansas city, Corner office space had embedded clinics to serve employees USAA: on-site clinic at USAA allows employees to get cancer screenings, flu shots, blood pressure checks, and other screenings provided by licensed registered nurses and other support staff

Ecosystem of Care Partners

Care Anywhere relies on an ecosystem of partners. This geographic ecosystem is essential to rendering timely and appropriate location-agnostic care, as demonstrated by successful Hospital at Home programs like Medically Home. Ecosystem partners, such as health equity enablers, play a key role in resolving capability gaps required to deliver high quality care. Health equity enablers remove barriers to care and assist patients in navigation the Care Anywhere delivery system. The table below includes other key ecosystem elements, in addition to traditional, fixed-configuration locations with similar capabilities.

Function	Care Anywhere Category	Function Description	Market Examples & How They're Evolving
Mobile (STAT) Imaging	Ecosystem	Mobile imaging capability that can travel to the patient's location. Will include mobile CT/MRI scanners to meet urgent imaging capability. Digital imaging that can be exchanged with providers at a location separate from the patient.	<ul style="list-style-type: none"> Ably 1 Imaging provides timely, accurate diagnostic services (include x-ray, EKG, and ultrasound) at any location (and patient's home) as a service performed by licensed technologists and supported by expert radiologists. Professional Portable X-Ray (PPX), recently acquired by DispatchHealth, mobile imaging provider acquired by DispatchHealth to bring imaging into patients' homes during at-home visits when required.
Paramedicine (STAT) IV Access / Meds	Ecosystem	Setup, establish and maintain IV medication delivery and fluids to enter the vascular system of the patient; many IV medications need to be given repeatedly over a long period of time (e.g., long-term antibiotic treatment, chemotherapy, hemodialysis).	<ul style="list-style-type: none"> CVAD Safe (healthcare) Infinite Pump provides a single system that effectively delivers IV PCA from pump to patient safely through smart programming and allows patients to stay mobile with wireless connectivity; caters to the requirements of home care like portable and user-friendly design. ESAVE/Port implantable chemo-port catheter with sensor port efficiency with sensor technology to measure and remotely monitor the early onset of complications by reporting and tracking patient response during treatment, currently under development and testing with Mayo Clinic.
Paramedicine	Ecosystem	Allow remote and emergency medical technicians (EMTs) to operate on expanded roles by assisting with public health and primary healthcare and performance services.	<ul style="list-style-type: none"> Paramedic EMS Solutions provides ground-based 911 emergency ambulance services and other critical healthcare logistics solutions. Amara, Inc. specialty infusion company that provides complete pharmaceutical products – including IV antibiotics, immunoglobulin therapy, etc. – and clinical services to patients outside of the hospital.
Mobile Laboratory	Ecosystem	Mobile laboratory or mobile laboratory capabilities that can be moved to a different location to administer and complete the lab.	<ul style="list-style-type: none"> Lab to Go Provides mobile services for a variety of labs, option for patient to be sent to a collection site close to them.
Paramedicine Oxygen	Ecosystem	Setup, supply and maintain oxygen to a home or another location away from a provide facility.	<ul style="list-style-type: none"> First Community Care of Brown County Healthcare Network delivers oxygen equipment to home (based on health care practitioner's blood oxygen level reading of patient). Service includes monthly necessary equipment, explains how to use product, and then licensed respiratory therapist visits two days later to perform respiratory assessment. Based in Cooperstown, NY. Chronic Care Inc. Service encompasses Wisconsin with oxygen delivered by technicians. Portable system types include humidifier/washbottle systems, oxygen tanks, portable oxygen concentrators, and liquid oxygen.
Technology Devices and Capability	Ecosystem	Range of digital technologies and supplies to support care at a site outside of a primary Tier 1 or Tier 2 location. Does not include medical or pharmaceutical supplies unless performance is digital capability.	<ul style="list-style-type: none"> LifeSpan Range of product offerings including voice products, at home facilities, at home cellular, and at-home 8K on-the-go emergency response GPS service with optional 4G LTE service. Uses press buttons which send text. LifeSpan monitoring station, and an expert manufacturing partners help (either EMS or loved one, depending on circumstance), staying in touch throughout the entire process.
Telecommunication	Ecosystem	Telecommunication capability to ensure quality and bandwidth speeds to meet the care delivery requirements. May include a mix of 5G, 4G and other options to meet the geographical expectations.	<ul style="list-style-type: none"> Health Point Family Uses Artificial Intelligence to monitor individual's activities around the clock with a remote support team, and in addition to sending alerts to the user if at risk, the technology also predicts when a fall may occur. The AI learns the individual's typical behavior pattern and notifies to red cross and/or an emergency call center when activity causes concern. It is expected that a single 5G connection will be sufficient for continuous AI technology program from 4G LTE to 5G.
Distribution and Delivery	Ecosystem	Supply chain management with specific focus on the movement of products between two points.	<ul style="list-style-type: none"> Reliance offers instant, on-demand delivery of products/drugs via drone delivery. Provides solutions for retail & e-commerce, U.S. healthcare, global healthcare, and defense & disaster response. Shipmate Provides technology that simplifies and expedites the shipping process with the speedy routing, quoting, and drive-dispatching times.

Conclusion

With the proliferation of care delivery options in the wake of COVID-19, Care Anywhere meets a critical need. It narrows the various care delivery options available to identify the personalized combination of care locations and modalities that optimize health outcomes, access, experience, and cost. Care Anywhere then translates this optimized selection of care modalities into a delivered, personalized patient experience by leveraging data, triage, and command center capabilities; a liquid workforce; tiered and configurable locations; and an ecosystem of care partners. Through this coordination, Care Anywhere creates a dynamic and fully integrated healthcare ecosystem capable of personalizing care delivery based on preference and needs.

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#CareAnywhere is creating a dynamic and integrated health ecosystem. Find out how



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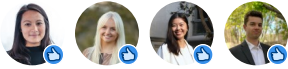


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