

***Innovations in health care delivery:
Overview and framework***

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Innovations in delivery have changed medical landscape

Emergency departments

Specialty visits via
tele-medicine

Retail clinics

eVisits

Home
monitoring

Phone visits

Nurse-managed
health centers

Medical kiosks

Doctor's offices

Physician messaging via
personal health records

Urgent care centers

Spectrum of Models

Simple acute
care



Complex
specialty care

PCP initiated



Patient initiated

Interactive



Asynchronous

Unifying themes across the innovations

- **Convenience**
 - **Location**
 - **Hours**
- **Use of technology**
 - **Internet**
 - **New monitoring tools**
- **Different provider interaction**
 - **Non-physicians**
 - **Asynchronous**

***In some cases,
patients “voting with their feet”***

- **Retail clinics report >20 million visits to date**
- **Kaiser Permanente Northern California reports >10 million “virtual visits” in 2013**

Many see great promise in innovations

Improve access

- **All patients**
- **Underserved**

Improve quality

- **By improving access**
- **Superior to face-to-face care**

Decrease costs

- **Lower cost option than existing providers**
- **Deter complications**

Concerns about the innovations

- **Quality, quality, quality**
- **Innovations serve those with access**
- **Undermine primary care relationships**
 - **Less preventive care**
 - **Less chronic illness care**
- **Increase health care spending**
 - **“Too convenient”**
 - **Overuse**

Ongoing debate

Issue	Positives	Concerns
Access & PCP Relationships	<ul style="list-style-type: none">• Improve access for all patients• Underserved	<ul style="list-style-type: none">• Undermine patient-doctor relationships• Deter preventive & chronic illness care
Quality	<ul style="list-style-type: none">• Equal to existing providers• Superior in some cases	<ul style="list-style-type: none">• Harmful to patients
Costs	<ul style="list-style-type: none">• Lower cost option• Decrease overall costs	<ul style="list-style-type: none">• Increase health care spending

Mixed impact on access

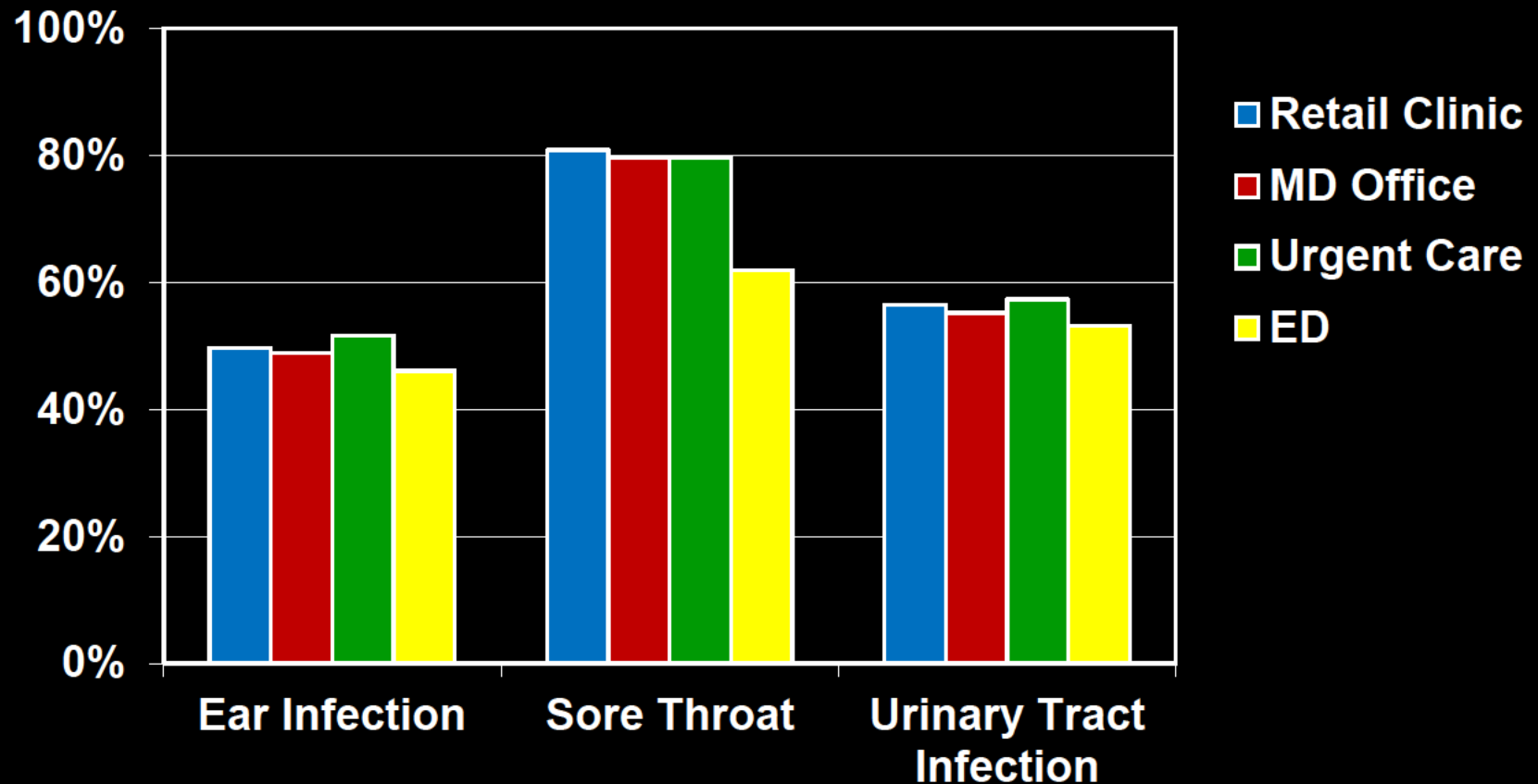
- **Tela-doc use often off-hours**
- **Many Tela-doc users no prior health care contact**
- **Almost 2/3 of retail clinic patients reported no primary care provider**
- **Tela-doc users may not live in underserved communities**
- **Almost 90% of retail clinics in urban areas and relatively few retail clinics in underserved communities**

Uscher-Pines, Mehrotra, Health Affairs, 2014

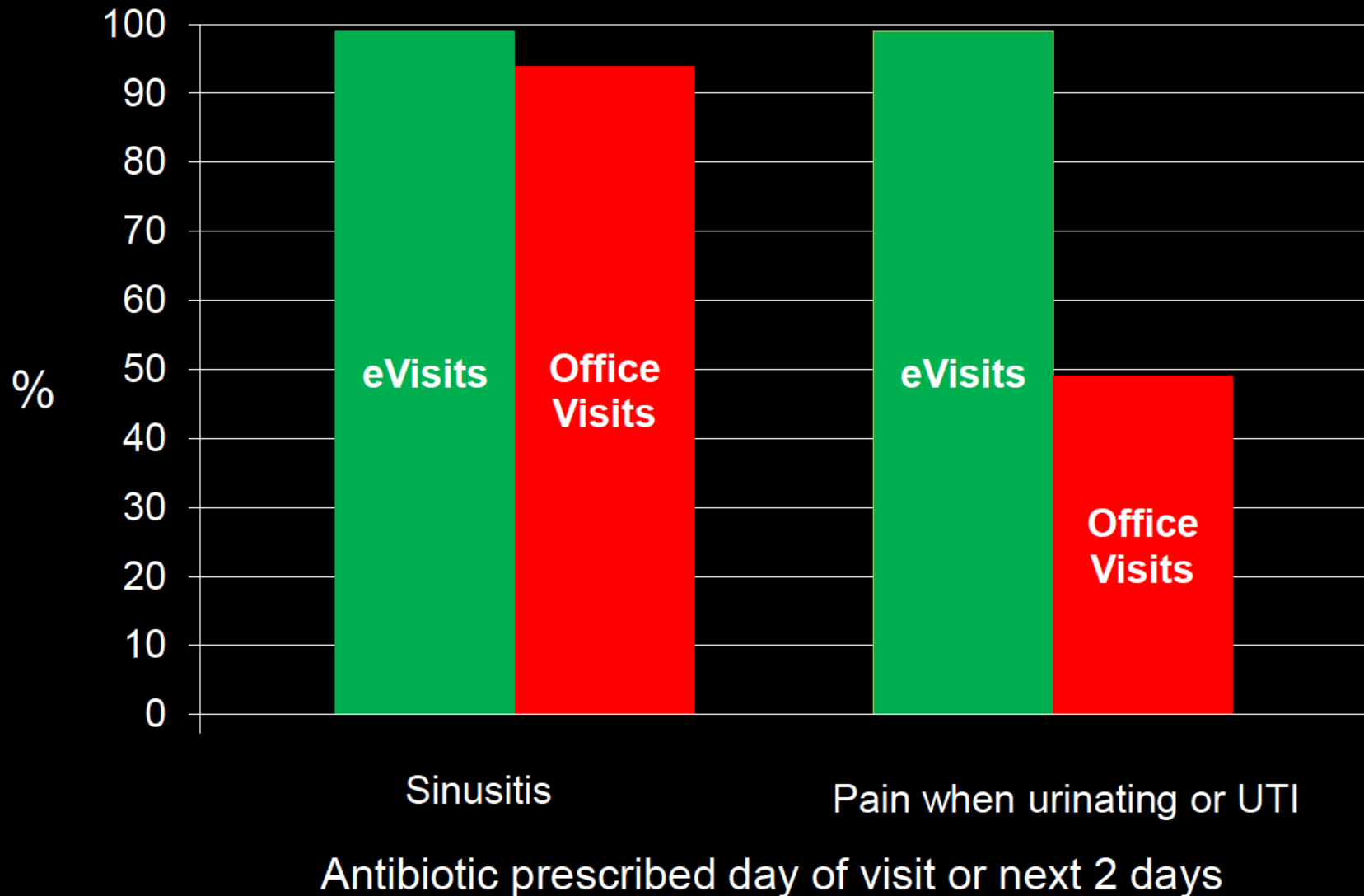
Mehrotra et al., Health Affairs, 2008

Rudavsky, Mehrotra, JABFM, 2010

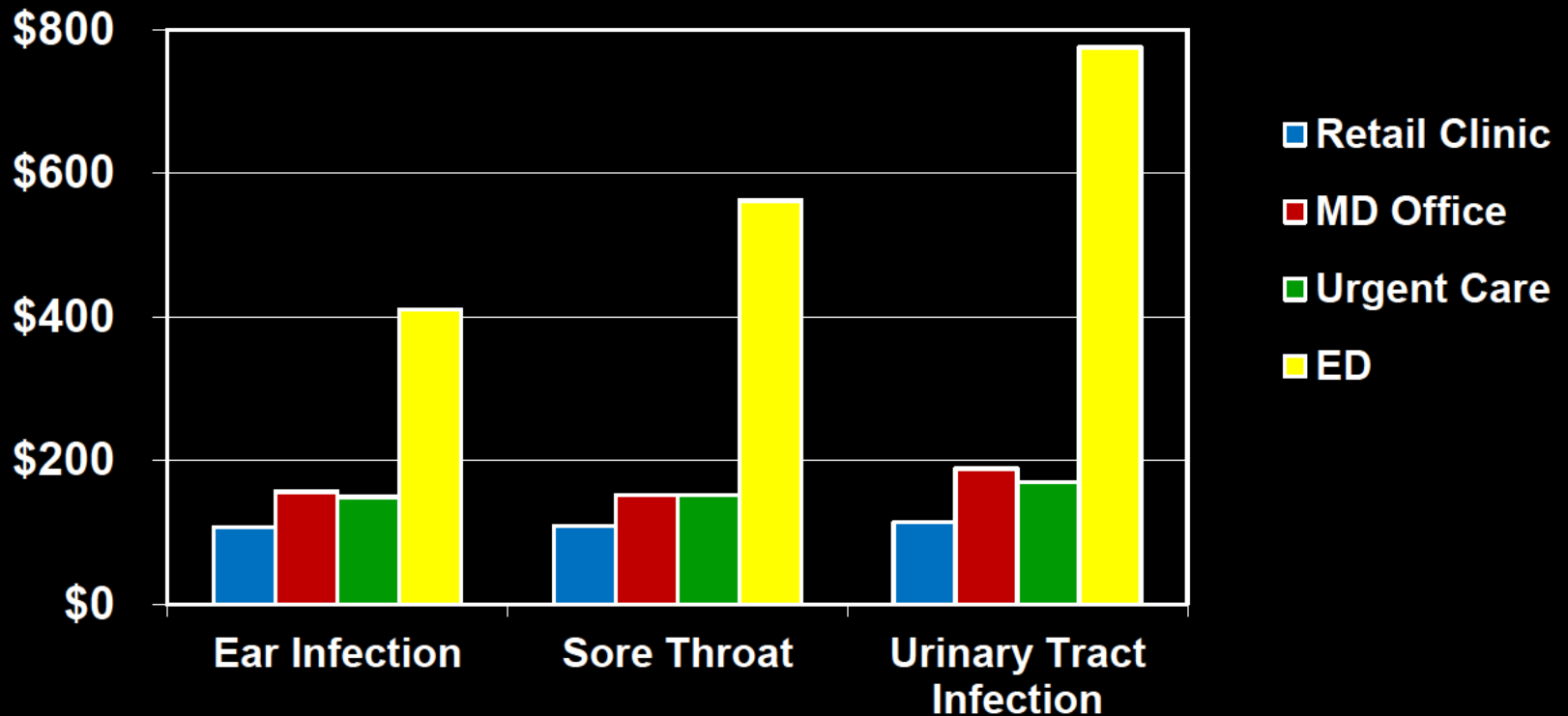
Quality of care in retail clinics is the same or better as found in other settings



Innovations not always equal or superior



Significant per episode cost savings at retail clinics



Challenges

- **Much potential, often little use**
- **Evidence on impact on access, costs, and quality limited**
- **Barriers to growth**
 - **Regulatory**
 - **Financial / payment**
 - **Legal**
 - **Clinical**
 - **Technical**