MedStar Health
Baltimore, MD

About MedStar Health
• Not-for-profit healthcare system
• Covering Baltimore, MD and Washington, DC
• Over 120 affiliated entities and 10 hospitals
• Revenue: $5.3 Billion (2017)
• 6000 affiliated physicians
• 500,000+ patients annually

About MedStar Health Orthopedics
• Nationally and globally recognized as leader in Orthopedics
• A major revenue driver for entire health system
• 58+ surgeons across 30+ locations

Orthopedic Telemedicine Solution
A comprehensive review of telemedicine use-cases within the practice and an actionable implementation plan

The Problem
MedStar is well-known for innovation in telemedicine. However, this has primarily occurred in Urgent Care and ER settings (e.g. Telestroke).

The MedStar team believes orthopedic telemedicine can:

- Increase Referrals
- Improve Patient Experience
- Increase Efficiency
- Grow Revenue

Recommendations
Through extensive background research and stakeholder interviews (internal and external) our team has identified four innovative telemedicine programs to address pain-points for patients and providers and increase efficiency, referrals, and revenue in the process.

1. **Ortho-On Demand**
On-demand provider-to-provider access to orthopedic experts. Triage through custom-trained physician assistants. **Increases internal referrals and reduces leakage.**

2. **Call-My-PA**
Real-time, unscheduled telemedicine consults by PAs for post-op patients with questions on wounds, pains, etc. **Increases PA efficiency and customer satisfaction.**

3. **E-Visit**
Post-op follow visits conducted entirely through telemedicine, enabling mobility limited or remote patients an improved experience. **Improves customer experience and clinical-day efficiency.**

4. **Second Opinion**
Second opinions and workers compensation consultations scheduled by patients on cash-basis based on surgeon interest and availability. **Improves surgeon satisfaction and revenue.**

Implementation Plan

Program Prioritization

<table>
<thead>
<tr>
<th>Program</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ortho-On Demand</td>
<td>1</td>
</tr>
<tr>
<td>E-Visit</td>
<td>2</td>
</tr>
<tr>
<td>Call-My-PA</td>
<td>3</td>
</tr>
<tr>
<td>Second Opinion</td>
<td>4</td>
</tr>
</tbody>
</table>

Ordering

1. Ortho-On Demand
2. E-Visit
3. Call-My-PA
4. Second Opinion

Locations

- **Ortho-On Demand**
- **E-Visit**
- **Call-My-PA**
- **Second Opinion**

The Team

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Technical Requirements

This H-Lab team worked with MedStar Health, Inc. in Baltimore, MD to help the organization understand how telemedicine could be leveraged to increase the efficiency, patient experience, referrals, and revenue of the prestigious orthopedics practice. We developed four renovation programs to address the organization’s needs: Ortho-On Demand, Call-My-PA, E-Visits, and Second Opinion. In addition, we created a comprehensive implementation plan documenting how the organization should go about bringing these programs to life. This plan included details on prioritization, implementation order, locations, usage projections, influencers, and the implementation plan for each program.