

Purpose of the Resource Guide

The healthcare community has recognized telehealth as a useful tool in combating the COVID-19 pandemic. Telehealth can be used to both support providers' COVID-19 response efforts (e.g. remote screening, triage, and treatment) and support regular patient care so non-COVID-19 patients who can be treated safely remotely, can avoid going to hospital or outpatient settings.

HealthierHere's Telehealth Implementation Resource Guide was developed to support providers in expediting implementation or enhancement of telehealth in their organization or practice. It contains resources developed as a direct response to the COVID-19 pandemic as well as guidance on how to build long-term and sustainable telehealth capabilities and services that were developed prior to the crisis. The guide is organized into five chapters; providers are encouraged to go directly to chapters most relevant to their needs by clicking on links in the table below:

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NOTES:

- *The most helpful resources in each chapter are identified via green highlighting*
- *Some resources may appear in multiple chapters*
- *This is a point-in-time resource and HealthierHere aims to share additional relevant COVID-focused telehealth resources as they become available*

Chapter 1. Guidance on Selecting Technology & Vendors

The below resources provide information on types of telehealth delivery models and technologies as well as guidance on selecting a vendor.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
CMS General Provider Telehealth and Telemedicine Toolkit	The toolkit contains links to sources of information directed towards providers who may want to establish a permanent telemedicine program. However, there is also information that will be useful for providers who wish to care for patients through virtual services that may be used temporarily during the COVID-19 situation.	2020	Provides a starter list of vendors for different types of technology, including videoconferencing software, peripheral devices, mobile carts, field kits, and remote patient monitoring kits, via link to: <ul style="list-style-type: none"> National Organization of State Offices of Rural Health: Telehealth Technologies and Preparing to Select a Vendor
National Consortium of Telehealth Resource Centers: COVID-19 Telehealth Toolkit	The toolkit was developed to provide guidance to providers on how telehealth can be used as part of the COVID-19 response. A related webinar is also available.	2020	Under “Additional Resources” on page 7, there are lists of and links to vendors offering free or reduced cost platforms and sources for training.
American Medical Association Quick Guide to Telemedicine in Practice	The quick guide was designed in response to the COVID-19 crisis to support physicians and practices in expediting the implementation of telemedicine, so care can continue to be provided to those who need it most.	2020	“Practice Implementation” section provides high-level guidance on vendor evaluation, selection and contracting.
How to build long-term and sustainable telehealth capabilities and services			
The California Telehealth Resource Center (CTRC) Telehealth Program Developer Kit	The developer kit provides a step by step approach to telehealth development and implementation. Steps include: “Assess and Define,”	2014 <i>updated periodically with new</i>	Under “Technical Needs Assessment” page 32 of PDF, provides a tool to assess technology needs. For an overview of basic

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	“Develop and Plan,” and “Implement and Monitor”.	<i>information</i>	technology needs, see below video link: <ul style="list-style-type: none"> • "What technology is used for telehealth?"
Southwest Telehealth Resource Center: Telehealth Service Delivery Models Matrix	A matrix describing different telehealth service delivery models and communication, technology, and financial components of each.	Unknown	Provides examples of telehealth delivery models, including the technology requirements of each.
2020 Northwest Regional Telehealth Resource Center Annual Conference	Presentations from 2020’s annual conference covering nearly every aspect of telehealth, from remote monitoring to policy, billing, and workflows across patient/client settings. Both PowerPoint slides and recorded video presentations are available.	2020	The “Telehealth Technology Showcase” and “Telehealth 101” presentations provide information about and demonstrations of telehealth technology.
American Hospital Association Telehealth: A Path to Virtual Integrated Care	The report examines how telehealth is part of a digital-health revolution; provides an overview of telehealth delivery models; and provides insights on how hospitals and health systems can build telehealth capacity to expand access, improve outcomes and reduce costs.	2019	Provides a framework, targeted at hospitals, on telehealth delivery models (including a description of provider-provider, provider-consumer platforms), see: “Defining Telehealth Delivery Platforms” pages 3-5.
Washington State Telehealth Implementation Guidebook	The guidebook provides the Department of Social and Health Services and other state agencies in Washington with telehealth implementation guidance (i.e., policy development, technical requirements, and clinical best-practices)	2017	Under “Technologies Overview,” page 7 of guidebook, provides an overview and examples of videoconferencing software, general hardware requirements, bandwidth requirements, and guidance on selecting a vendor.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
American Health Information Management Association: Telemedicine Toolkit	This toolkit provides guidance and references for organizations to implement or expand telemedicine/telehealth programs. It provides an overview of telemedicine, start-up guidance, best practices on information governance, and other implementation requirements.	2017	Describes IT governance and data privacy considerations, see: <ul style="list-style-type: none"> • “Secure Telemedicine Technology and Solutions”, page 20

Chapter 2. Guidance on Developing Workflows & Integrating Telehealth into the Practice

The below resources provide guidance on developing organization/practice specific workflows, integrating telehealth into the practice, and includes examples from other organizations.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
CMS General Provider Telehealth and Telemedicine Toolkit	The toolkit contains links to sources of information directed towards providers who may want to establish a permanent telemedicine program. However, there is also information that will be useful for providers who wish to care for patients through virtual services that may be used temporarily during the COVID-19 situation.	2020	Provides an overview and framework for implementing telehealth in critical access hospitals and rural areas, via link to: <ul style="list-style-type: none"> Start-Up and Resource Guide Provides sample documents that can be downloaded to fit practice needs, including “Telehealth Visit Protocol,” and “Swimlane workflows,” via link to American Academy of Pediatrics Sample Documents
2020 Northwest Regional Telehealth Resource Center Annual Conference	Presentations from 2020’s annual conference covering nearly every aspect of telehealth, from remote monitoring to policy, billing, and workflows across patient/client settings. Both PowerPoint slides and recorded video presentations are available.	2020	The “COVID-19 Transmission Prevention Using Telehealth Capabilities” presentation provides information about how a hospital system rapidly ramped up their telehealth platform to manage the onset of the COVID crisis.
American Medical Association Quick Guide to Telemedicine in Practice	The quick guide was designed in response to the COVID-19 crisis to support physicians and practices in expediting the implementation of telemedicine, so care can continue to be provided to those who need it most.	2020	Under “practice implementation” section of guide, provides high level workflow considerations under “Workflow and Patient Care.”

<p>National Consortium of Telehealth Resource Centers: COVID-19 Telehealth Toolkit</p>	<p>The toolkit was developed to provide guidance to providers on how telehealth can be used as part of the COVID-19 response. A related webinar is also available.</p>	<p>2020</p>	<p>Includes high level overview, with links to a few case studies, addressing:</p> <ul style="list-style-type: none"> • “How Can Telehealth Be Used in Response to COVID-19?” pages 2-3 • “How Telehealth Has Helped in Past Epidemic/ Pandemic Incidence,” page 6
<p>How to build long-term and sustainable telehealth capabilities and services</p>			
<p>The California Telehealth Resource Center (CTRC) Telehealth Program Developer Kit</p>	<p>The developer kit provides a step by step approach to telehealth development and implementation. Steps include: “Assess and Define,” “Develop and Plan,” and “Implement and Monitor”.</p>	<p>2014 <i>updated periodically with new information</i></p>	<p>Provides detailed guidance on implementing telehealth at the practice/ organizational level, see:</p> <ul style="list-style-type: none"> • “Best Practices” page 117-128 of PDF • “Staffing a Telehealth Program,” pages 176-196 of PDF • “Sample Workflows” section, page 215-223 of PDF
<p>Washington State Telehealth Implementation Guidebook</p>	<p>The guidebook provides the Department of Social and Health Services and other state agencies in Washington with telehealth implementation guidance (i.e., policy development, technical requirements, and clinical best-practices)</p>	<p>2017</p>	<p>Provides a checklist for implementing a telehealth program, see page 14 of guidebook</p>

Chapter 3. Guidance on Developing Telehealth Policies & Procedures

The below resources provide guidance on developing organization/practice specific telehealth policies and procedures, including examples from other organizations.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
CMS General Provider Telehealth and Telemedicine Tool Kit	The toolkit contains links to sources of information directed towards providers who may want to establish a permanent telemedicine program. However, there is also information that will be useful for providers who wish to care for patients through virtual services that may be used temporarily during the COVID-19 situation.	2020	Provides sample documents that can be downloaded to fit practice needs, including “Telehealth Acknowledgement Form,” and “Telehealth Patient Recruitment Sample Letter,” via link to American Academy of Pediatrics Sample Documents
How to build long-term and sustainable telehealth capabilities and services			
NorthWest Regional Telehealth Resource Center (NRTRC)	Provides technical assistance in developing telehealth networks and applications to serve rural and underserved communities.	Various	Offers several model protocols , including <ul style="list-style-type: none"> • Cardiology • Diabetes • Emergency Care • Mental Health
The California Telehealth Resource Center (CTRC) Telehealth Program Developer Kit	The developer kit provides a step by step approach to telehealth development and implementation. Steps include: “Assess and Define,” “Develop and Plan,” and “Implement and Monitor”.	2014 <i>updated periodically with new information</i>	Provides sample policies and procedures, including <ul style="list-style-type: none"> • Diabetic Retinopathy screening program, page 289 and 298-304 of PDF. • Sample policy template • Sample referral request form • Sample neurology referral guideline • Other CTRC sample forms and guidelines

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
American Health Information Management Association: Telemedicine Toolkit	This toolkit provides guidance and references for organizations to implement or expand telemedicine/telehealth programs. It provides an overview of telemedicine, start-up guidance, best practices on information governance, and other implementation requirements.	2017	See “Policies and Procedures,” on page 17 for a list of topics to cover. Visit http://bok.ahima.org/PdfView?oid=302338 for a sample telemedicine policy.

Chapter 4. Information on Coding & Reimbursement

The below resources provide guidance on coding and reimbursement, focused on federal and state payers (i.e., Medicare and Medicaid).

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
American Medical Association: Special coding advice during COVID-19 public health emergency	The document provides coding advice during the COVID-19 public health emergency. It outlines coding scenarios to help health care professionals apply best coding practices. Also see the quick-reference flowchart that outlines CPT reporting for COVID-19 testing.	2020	Scenarios include: <ul style="list-style-type: none"> • Patient receives virtual check-in/online visit re: COVID-19 (not related to E/M visit), and is directed to come to physician office for testing • Physician orders remote physiologic monitoring following patient quarantined at home after receiving COVID-19 diagnosis • Telehealth visit for a non-COVID-19 patient
CMS General Provider Telehealth and Telemedicine Toolkit	This toolkit contains links to sources of information regarding telehealth and telemedicine. Most of the information is directed towards providers who may want to establish a permanent telemedicine program. However, there is also information that will be useful for providers who wish to care for patients through virtual services that may be temporarily used during the COVID-19 situation.	2020	Provides links to information on <ul style="list-style-type: none"> • Medicare telehealth codes • State laws and reimbursement policies
American Medical Association Quick Guide to Telemedicine in Practice	The quick guide was designed in response to the COVID-19 crisis to support physicians and practices in expediting the implementation of telemedicine, so care can continue to	2020	Provides telehealth medical coding guidance, including a list of relevant CPT codes. Also, includes

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
	be provided to those who need it most.		links to commercial payer policies.
2020 Northwest Regional Telehealth Resource Center Annual Conference	Presentations from 2020's annual conference covering nearly every aspect of telehealth, from remote monitoring to policy, billing, and workflows across patient/client settings. Both PowerPoint slides and recorded video presentations are available.	2020	The "Telehealth Policy Panel: Updates on COVID-19 on the Latest Policies and Challenges in the Dynamic Field of Telehealth" presentation provides information about telehealth policy and reimbursement, both before and after the COVID crisis.
WA HCA: Apple Health (Medicaid) Behavioral Health Policy and Billing During the COVID-19 Pandemic (FAQ)	Regularly updated FAQ document from the Washington Health Care Authority providing details on billing for behavioral health telehealth encounters.	2020	Among other subjects, provides answers to billing questions involving: <ul style="list-style-type: none"> • Higher-acuity encounters using SERI • High-acuity and lower-acuity BH services under the fee-for-service program • Information specific to FQHCs, RHCs, and Tribal Facilities
MCO: Amerigroup	Website for Amerigroup.	2020	Information specific to the Amerigroup MCO regarding using telehealth in response to COVID-19 can be found here .
MCO: Community Health Plan of Washington (CHPW)	Website for Community Health Plan of Washington (CHPW).	2020	Information specific to the CHPW MCO regarding using telehealth services can be found here .

MCO: Coordinated Care	Website for Coordinated Care.	2020	Information specific to the Coordinated Care MCO regarding using telehealth services can be found here .
MCO: Molina Healthcare	Website for Molina Healthcare.	2020	Information specific to the Molina Healthcare MCO regarding COVID-19 and the use of telehealth services can be found here .
MCO: United Healthcare	Website for United Healthcare.	2020	Information specific to the United Healthcare MCO regarding COVID-19 and the use of telehealth services can be found here .
National Consortium of Telehealth Resource Centers: COVID-19 Telehealth Toolkit	The toolkit was developed to provide guidance to providers on how telehealth can be used as part of the COVID-19 response. A related webinar is also available.	2020	Provides high-level guidance on what is covered under Medicare, Medicaid, and private payers, see pages 4-5.
Center for Connected Health Policy (CCHP): Current State Laws and Reimbursement Policies	Provides a continually updated guide to reimbursement for telehealth-delivered services at the federal and state levels.	2020	Their guide to recent policy changes in relation to COVID-19 is here .
CMS: Physicians and Other Clinicians: CMS Flexibilities to Fight COVID-19	Description of temporary waivers and new rules for Medicare to allow for flexibilities in responding to the COVID-19 epidemic. Many of these temporary changes involve telehealth.	2020	Telehealth-specific flexibilities are covered on pages 1-5.
<i>How to build long-term and sustainable telehealth capabilities and services</i>			
American Health Information Management	This toolkit provides guidance and references for organizations to implement or expand	2017	Under “Reimbursement Requirements,” on page 26, provides guidance on

<p><u>Association: Telemedicine Toolkit</u></p>	<p>telemedicine/telehealth programs. It provides an overview of telemedicine, start-up guidance, best practices on information governance, and other implementation requirements.</p>		<p>reimbursement policies and procedures. Also includes telehealth reimbursement references on page 27.</p>
<p><u>NorthWest Regional Telehealth Resource Center (NRTRC)</u></p>	<p>Provides technical assistance in developing telehealth networks and applications to serve rural and underserved communities.</p>	<p>Various</p>	<p>Provides information on Washington telehealth reimbursement laws and policies, via <u>WA reimbursement page</u>.</p>
<p><u>Center for Connected Health Policy's report: State Telehealth Laws & Reimbursement Policies</u></p>	<p>Report offers policymakers, health advocates, and other interested health care professionals a summary guide of telehealth-related policies, laws, and regulations for all 50 states and the District of Columbia.</p>	<p>2019</p>	<p>For information on Washington telehealth reimbursement landscape see page 408-417.</p>

Chapter 5. Information for Behavioral Health Agencies

The below resources provide additional guidance specific to the delivery of behavioral health services via telehealth.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
<u>UW AIMS Center: Telehealth and Clinical Training Resources during COVID-19</u>	This document provides a variety of links of special interest to behavioral health providers. Contains clinical training resources to help address COVID-19-specific concerns, as well as how to leverage telehealth to provide behavioral health services in general.	2020	Examples of content: <ul style="list-style-type: none"> • Medicare Telehealth Frequently Asked Questions • Resources on COVID-19 and Serious Mental Illness • Telehealth Tips for Behavioral Health Providers • Evidence Base for Telemedicine
<u>WA HCA: Medicaid Behavioral Health Policy and Billing During the COVID-19 Pandemic (FAQ)</u>	A FAQ produced by the Washington Health Care Authority reinforcing current Medicaid policies regarding telemedicine (as defined in WAC 182-531-1730) and new policies that will only be in effect during the COVID-19 crisis.	2020	Part V details new services covered during the COVID-19 crisis to support providing care to clients.
<u>UW Behavioral Health Institute: Training and Technical Assistance</u>	Recorded presentations, slides, and other materials from BHI's 4-week, twice-weekly web series "Building Telehealth Capacity for Behavioral Health".	2020	Provides information on a wide variety of subjects related to leveraging telehealth for behavioral health. "Session #1" is focused on subjects related to COVID-19 and the state's response to supporting telehealth during the pandemic, including the acquisition and use of Zoom licenses.

Resource Link	Description of Resource	Year Developed	Relevant Sections and Links
<i>How to build long-term and sustainable telehealth capabilities and services</i>			
<u>2020 Northwest Regional Telehealth Resource Center Annual Conference</u>	Presentations from 2020's annual conference covering nearly every aspect of telehealth, from remote monitoring to policy, billing, and workflows across patient/client settings. Both PowerPoint slides and recorded video presentations are available.	2020	Includes several presentations regarding telehealth for behavioral health, including "How to Start Your Telebehavioral Health Service (or Take Your Current Service to the Cloud)".
<u>UW AIMS Center: Telehealth Tips for Behavioral Health Providers</u>	Tips for behavioral health professionals to consider when conducting telehealth visits.	2020	Provides tips regarding: <ul style="list-style-type: none"> • Technology and Appearance • Clinician Preparation • Patient Preparation • Conducting the Telehealth Visit
<u>UW Behavioral Health Institute: Training and Technical Assistance</u>	Recorded presentations, slides, and other materials from BHI's 4-week, twice-weekly web series "Building Telehealth Capacity for Behavioral Health".	2020	Provides information on a wide variety of subjects, including billing/payment information, dos-and-don'ts of running a telehealth session, telehealth myths and facts, and many more.

Chapter 6. Telehealth Funding Opportunities

The below resources are grant funding sources for providing telehealth.

Resource Link	Description of Resource	Application Due	Relevant Sections and Links
How to leverage telehealth in the COVID-19 crisis			
Federal Communications Commission (FCC): Connected Care Pilot Program	<p>On April 2, 2020, the FCC released a Report and Order establishing the Connected Care Pilot Program (Pilot Program) within the Universal Service Fund (USF) to help defray eligible health care providers' costs of providing connected care services, with an emphasis on supporting these services for low-income Americans and Veterans. This fund makes up to \$100 million available over three years to selected pilot projects.</p>	<p>Available until fund runs out.</p>	<p>Does not provide funding for devices, medical equipment, provider administrative costs, or personnel costs. DOES offer funds for patient broadband internet access services, provider broadband data connections, other connected care services, and certain network equipment.</p>