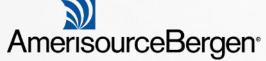
## Medicare Telemedicine

#### Presenters:

Cindy Dunn, RN, FACMPE, Dir Client Services InfoDive Cass Schaedig, Vice President, Provider Analytics





### Disclaimer

- Information presented is done solely for informational and educational purposes
- Information should not be relied upon for purposes of regulatory compliance or as a guarantee for increased revenues or practice successes or failures
- Information provided herein does not constitute and should not substitute for legal advice; Practice should consult with Practice's own legal and regulatory counsel regarding all applicable legal and regulatory requirements
- All sample reports have blinded data, patient and provider identifiers have been given fictitious IDs and names

## Agenda

2019 MIPS Submission Deadline Extended

- Virtual Visits
  - Medicare Telehealth
  - Virtual Check-Ins
  - E-Visits
- Telephone Calls
- Modeling Shift to Telemedicine

# MIPS 2019 Reporting Released March 22, 2020

 MIPS data submission deadline is extended to April 30, 2020

 MIPS eligible clinicians who do not submit their MIPS data by April 30, 2020 deadline will have automatic extreme and uncontrollable circumstances policy applied and receive neutral payment adjustment for 2021 payment year

### Medicaid and Telemedicine

#### Varies State to State

- States have option/flexibility to determine whether (or not) to cover telemedicine
  - What types of telemedicine to cover
  - Where in state it can be covered
  - How it is provided/covered
  - What types of telemedicine practitioners/providers may be covered/reimbursed, as long as such practitioners/providers are "recognized" and qualified according to Medicaid statute/regulation
  - How much to reimburse for telemedicine services, as long as such payments do not exceed Federal Upper Limits
- If state decides to cover telemedicine, but does not cover certain practitioners/providers of telemedicine or its telemedicine coverage is limited to certain parts of state, then state is responsible for assuring access and covering face-to-face visits/examinations by these "recognized" practitioners/providers in those parts of state where telemedicine is not available

# Virtual Visits

## Three Types:

- 1. Medicare Telehealth
- 2. Virtual Check-In
- 3. E-Visits



### Medicare Telemedicine

### **Fact Sheet**

Visit Type	Service	HCPCs/CPT Codes	Patient Relationship with Provider
Medicare Telehealth Visits	Visit with provider that uses telecommunications systems between Provider and Patient	Common services:	New or established patients
Virtual Check-In	Brief (5-10 minutes) check0in with provider via telephone or other telecommunication device to decide whether office visit or other service is needed.  Remote evaluation of recorded video and/or images submitted by established patient.	G2010, G2012	Established patients
E-Visits	Communication between patient and provider through an online patient portal	99421, 99422, 99423 G2061, G2062, G2063	Established patients

## Medicare Advantage

- Medicare Advantage (MA) plans have flexibility to have more expansive telehealth policies related to types of services covered, where those services can take place (no geographic or site limitations), modality used
  - Still limits types of providers reimbursed
- CMS told MA Organizations they could expand coverage of telehealth services beyond what has already been approved by CMS
  - CMS will exercise its enforcement discretion until it is determined that it is no longer necessary in conjunction with COVID-19 outbreak
- Coverage is MA plan dependent
- MA plans do NOT have to provide more expansive telehealth services, they are only required to provide what is covered by Traditional Medicare

### Medicare Telemedicine

Things to Consider

- Communicate with patients
  - Place on website, social media, emails, patient portal, Facebook
  - Update phone message system, automated reminders, scheduling reminders
  - Post notice in all office locations
  - Call patients before in-office visit



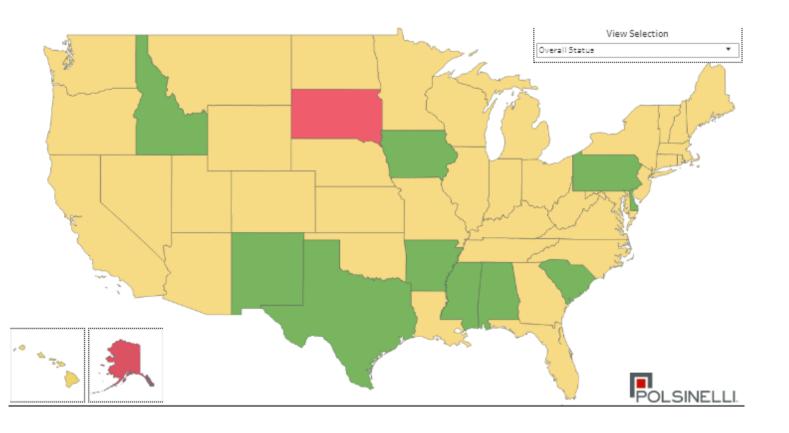
### Medicare Telemedicine

Things to Consider

- Malpractice Review
  - Be sure physician's malpractice carrier allows for remote visits (to be safe, contact your malpractice carrier and ask)
    - According to what I have read, to date, there have been very few malpractice cases in telehealth (most in teleradiology)
      - However, no clear guidance regarding care provision during pandemic
- Practice located on State line
  - Practice licensed in multiple states?
    - During telehealth encounter, service is considered to take place at physical location of patient (as opposed to provider)
      - This requires providers to comply with laws and regulations associated with appropriate professional licensing board in patient's state
        - » In pandemic, practice legal resource may offer alternative guidance

## Corvid-19 Telemedicine Analysis by State

Analysis as of 3.21.2020



Yellow: Unclear. Emergency Orders and/or existing state law may facilitate out-of-state physician delivery of telemedicine services, but gaps and/or uncertainties in public record exist that do not permit a definitive conclusion. Consult counsel.

**Red**: No. Existing state law prohibits practice by physicians not licensed in state. Emergency orders or other guidance to facilitate telemedicine services are absent.

**Green**: Yes. Emergency orders and/or existing state law permits. Note: Out-of-state practitioners may still be required to comply with notice or other requirements in connection with the delivery of telemedicine services in the state. Consult state authority or counsel for guidance.

### Medicare Telemedicine

### Things to Consider

- Documentation requirements for Medicare Telehealth Visits and E-Visits are same as for face-to-face encounters
  - Information of visit, history, review of systems, consultative notes or any information used to make medical decision about patient should be documented
    - Documentation should include statement that service was provided through telehealth
- For Medicare Telehealth Visits, modifier may be needed (vary based on service provider)
  - GQ and GT Modifiers: No longer required except in Alaska and Hawaii see below, use POS 02
    - In cases when telehealth service is furnished via asynchronous (store and forward) technology as part of federal telemedicine demonstration project in Alaska and Hawaii, the GQ modifier is required
  - Modifier 95: Used when billing to some private payers check with your commercial payers – Medicare/Medicaid do NOT recognize modifier 95
  - Place of Service 02: Defined as "the location where health services and healthrelated services are provided or received, through a telecommunication system"

### Medicare Telemedicine

### Things to Consider

- Talk with EHR Vendor
  - Does EHR have telemedicine platform?
  - Use existing scheduling system to book virtual visits
  - Create EHR template for telehealth visits
- Health Insurance Portability and Accountability Act (HIPAA)
  - Effective immediately, OCR will exercise enforcement discretion and waive penalties for HIPAA violations against health care providers that serve patients in good faith through everyday communications technologies, such as FaceTime or Skype, during the COVID-19 nationwide public health emergency
  - Can use smart phone, tablet, laptop
    - FaceTime, Skype, Messenger video chat, Google hang out video, Doxy.me, Zoom for Healthcare, Updox
    - Can NOT use Facebook Live, Twitch, TikTok or other public facing communication services
  - Notify patient that third party platforms may have privacy risk

### Medicare Telemedicine Visits

Waiver 1135

- Medicare will pay for office, hospital, and other visits furnished via telehealth across country and including in patient's places of residence starting March 6, 2020
  - Providers, physicians, nurse practitioners, clinical psychologists, and licensed clinical social workers can offer telehealth to patients
  - Medicare beneficiaries able to receive specific set of services through telehealth including regular office visits, mental health counseling and preventive health screenings
  - OIG providing flexibility for healthcare providers to reduce or waive cost-sharing for telehealth visits paid by federal healthcare programs
- Prior to waiver Medicare would only pay for telehealth on limited basis:
  - When person receiving service was in designated rural area and when they leave their home and go to clinic, hospital, or certain other types of medical facilities for the service

### Medicare Telemedicine Visits

Waiver 1135

- Waiver did not expand list of eligible providers to provide services and be reimbursed
  - Eligible providers are:
    - Physicians
    - Nurse practitioners
    - Physician assistants
    - Nurse-midwives
    - Clinical nurse specialists
    - Certified registered nurse anesthetists
    - Clinical psychologists (CP)
    - Clinical social workers (CSWs) (NOTE: CPs and CSWs cannot bill Medicare for psychiatric diagnostic interview examinations with medical services or medical evaluation and management services, they cannot bill or get paid for CPT codes 90792, 90833, 90836, and 90838)
    - Registered dietitians or nutrition professional

# Telehealth Visits



### Medicare Telehealth Visits

- Medicare will make payment for Medicare telehealth services furnished to patients in broader circumstances
- Visits are considered same as in-person visits and are paid at same rate as regular, in-person visits
  - Medicare will make payment for professional services furnished to beneficiaries in all areas of country in all settings, including patient's home
- Medicare coinsurance and deductible would generally apply to these services
  - However, OIG is providing flexibility for healthcare providers to reduce or waive cost-sharing for telehealth visits paid by federal healthcare programs
- HHS will not conduct audits to ensure that prior relationship existed for claims submitted during this PHE

### Medicare Telehealth Visits

List of CPT Codes 2020

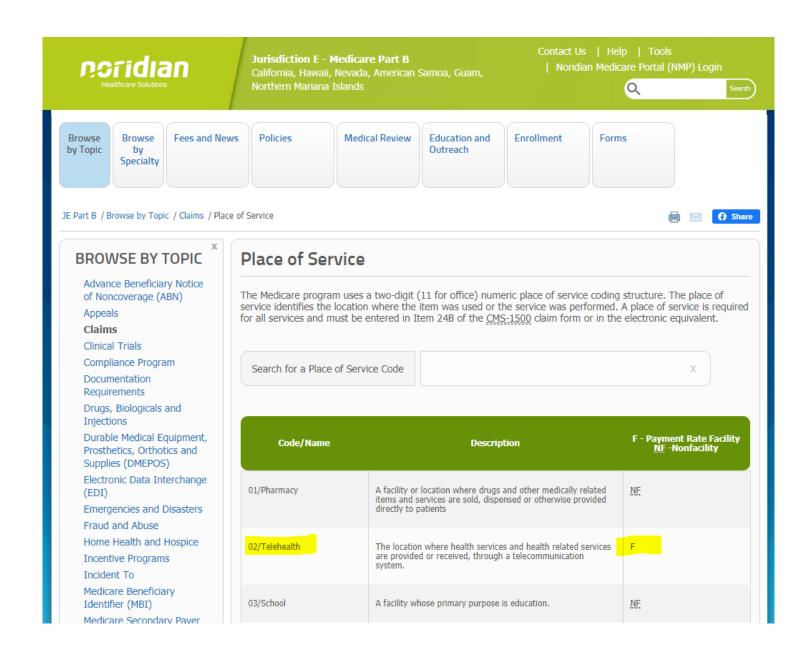
- 101 CPT Codes
- Obtain patient consent
  - Verbal consent is acceptable
  - Document consent in note
- If applicable, provider must be able to e-prescribe
- Document visit as you would in-office visit
- Note: Medicare will reimburse using <u>Facility Fee Schedule (lower)</u> than the Non-Facility (office) fee schedule

## 2020 Medicare Physician Fee Schedule

(National Average Rates)

CPT with Description	Non Facility Fee	Facility Fee	Difference (Facility vs Non Facility)	% Difference
97802 MEDICAL NUTRITION INDIV IN	\$38.26	\$34.65	-\$3.61	
97803 MED NUTRITION INDIV SUBSEQ	\$33.20	\$29.23	-\$3.97	-12.0%
97804 MEDICAL NUTRITION GROUP	\$17.32	\$16.24	-\$1.08	-6.3%
99201 OFFICE/OUTPATIENT VISIT NEW	\$46.56	\$27.07	-\$19.49	-41.9%
99202 OFFICE/OUTPATIENT VISIT NEW	\$77.23	\$51.61	-\$25.62	-33.2%
99203 OFFICE/OUTPATIENT VISIT NEW	\$109.35	\$77.23	-\$32.12	-29.4%
99204 OFFICE/OUTPATIENT VISIT NEW	\$167.10	\$132.09	-\$35.01	-21.0%
99205 OFFICE/OUTPATIENT VISIT NEW	\$211.13	\$172.51	-\$38.62	-18.3%
99211 OFFICE/OUTPATIENT VISIT EST	\$23.46	\$9.38	-\$14.08	-60.0%
99212 OFFICE/OUTPATIENT VISIT EST	\$46.20	\$26.35	-\$19.85	-43.0%
99213 OFFICE/OUTPATIENT VISIT EST	\$76.15	\$52.33	-\$23.82	-31.3%
99214 OFFICE/OUTPATIENT VISIT EST	\$110.44	\$80.48	-\$29.95	-27.1%
99215 OFFICE/OUTPATIENT VISIT EST	\$148.33	\$113.68	-\$34.65	-23.4%

	Non Facility	Facility	Difference (Facility vs Non	
CPT with Description	Fee	Fee	Facility)	% Difference
99231 SUBSEQUENT HOSPITAL CARE	\$40.06	\$40.06	\$0.00	0.0%
99232 SUBSEQUENT HOSPITAL CARE	\$73.62	\$73.62	\$0.00	0.0%
99233 SUBSEQUENT HOSPITAL CARE	\$106.10	\$106.10	\$0.00	0.0%
G0406 INPT/TELE FOLLOW UP 15	\$39.70	\$39.70	\$0.00	0.0%
G0407 INPT/TELE FOLLOW UP 25	\$73.26	\$73.26	\$0.00	0.0%
G0408 INPT/TELE FOLLOW UP 35	\$105.38	\$105.38	\$0.00	0.0%
G0425 INPT/ED TELECONSULT 30	\$101.77	\$101.77	\$0.00	0.0%
G0426 INPT/ED TELECONSULT 50	\$138.22	\$138.22	\$0.00	0.0%
G0427 INPT/ED TELECONSULT 70	\$204.99	\$204.99	\$0.00	0.0%



#### CMS 1500:

- Box 24B
  - POS is 02 for Telehealth
  - POS is 11 for Virtual Check-In and E-Visits
- Box 32
  - Service Facility Location
     Information
  - Provider should enter address where they typically practice
  - If provider furnishes some or all of these services from their home or another location that is not their typical practice location, they should use the address of office location where they usually practice

See attached letter titled: CMS Telehealth Compilation Final Dec 2019 CMS 1500 Box 32

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# Virtual Check-In



### Virtual Check-Ins

- Not considered Telehealth
- Only billed when practice has established relationship with patient
  - Not limited to rural settings or certain locations
- Individual services need to be agreed to by patient; however, providers may educate beneficiaries on availability of service prior to patient agreement
- Two CPT Codes
  - G2012 MPFS National \$14.80
  - G2010 MPFS National \$12.27
- Can be conducted with broader range of communication methods (including telephone), unlike Medicare telehealth visits, which require audio and visual capabilities for real-time communication

### Virtual Check-Ins

- G2012 (Brief communication technology-based virtual checkin)
  - Use when check-in does not result from service within past 7 days, or result in service in next 24 hours, or next available appointment
  - Brief, non-face-to-face service provided by a physician or nonphysician practitioner, not a staff member
  - Only for established patients
  - Social workers and other types of therapists may not use it
  - Use to determine if appointment is needed
- Requires patient verbal consent to bill and is subject to coinsurance and deductible

### Virtual Check-Ins

- G2010 (Store and forward)
  - Provider can use this code to review picture or video
  - Use when check-in does not result from service within past 7 days, or result in service in next 24 hours, or next available appointment
  - Only for established patients
  - Provider looks at image or video, and there is subsequent communication by the provider or staff member to patient
    - Follow up is required
    - If image is insufficient to make determination, it can't be billed
  - Requires patient verbal consent to bill and is subject to coinsurance and deductible



- Services can only be reported when practice has established relationship with patient
- Not limited to rural settings
  - No geographic or location restrictions
- Verbal patient consent required annually
  - Patients communicate with their physicians without going to office by using online patient portals
- Individual services need to be initiated by patient; however, practitioners may educate beneficiaries on the availability of service prior to patient initiation
- Services may be billed using CPT codes 99421-99423 and HCPCS codes G2061-G206, as applicable
- Medicare coinsurance and deductible would generally apply to services

- 2020 Three new CPT codes for physicians, physician assistants and advanced practice nurse practitioners performing brief, online EM services via secure platform
  - 99421 Online digital EM service, for established patient, for up to 7 days cumulative time during 7 days; 5-10 minutes – MPFS – National \$15.52
  - 99422 11—20 minutes MPFS National \$31.04
  - 99423 21 or more minutes MPFS National \$50.17
- Use when EM services are performed, of type that would be done face-to-face, through HIPAA compliant secure platform
- Patient-initiated communications, and billed by clinicians who independently bill EM service
  - They may not be used for work done by clinical staff or for clinicians who
    do not have EM services in scope of practice

- 2020 Three new CPT codes for online services provided by clinicians who may not bill EM services
  - Example: speech-language pathologists, physical therapists, occupational therapists, social workers, dietitians
  - Instead of "evaluation and management" CPT definitions use word "assessment"
    - G2061 (Online assessment, for established patient, for up to 7 days, cumulative time during 7 days) 5-10 minutes MPFS National \$12.27
    - G2062 11-20 minutes MPFS National \$21.65
    - G2063 21 or more minutes MPFS National \$33.92

- Report these services once during 7 day period, for cumulative time
- To count time for these codes, start 7 day clock when physician or qualified health care professional (QHP) first performs personal review of patient's question
  - Add in time for review of relevant patient records and data, interaction with clinical staff regarding patient's problem, developing management plans (including prescriptions and test orders), and further communication with patient by digital means that doesn't fall under another EM code
  - Includes decision-making, assessment and management by those in same group practice, too, but can't count clinical staff time
- When NOT to bill for these online services
  - Online followed by other EM: If patient initiates online EM service and then presents for a separately reported EM within seven days, include online EM work in separately reported EM
  - **EM followed by online service**: If patient presents for EM and then initiates online inquiry for same problem or related one within 7 days, don't report online service
  - Online EM during post-op period: Don't separately report online inquiries related to surgery during postop period

# Telephone Services



## **Telephone Services**

Not Covered by Medicare or Medicaid – Some Commercial Payers may Cover

- Non face-to-face services using telephone
  - CPT offers codes to report telephone services provided by physician or other qualified health care professional who may report EM Services
  - These codes can only be reported for established patients and are not billable if call results in patient coming in for face-to-face service within next 24 hours (or next available urgent visit appointment)
  - These calls are also not billable if they refer to EM service performed within last seven days
- Telephone Services
  - 99441: 5-10 minutes of medical discussion
  - 99442: 11-20 minutes of medical discussion
  - 99443: 21-30 minutes of medical discussion

## **Telephone Services**

Not Covered by Medicare or Medicaid – Some Commercial Payers may Cover

- Patient or patient's parent/guardian must initiate contact as these codes may not be used for calls initiated by provider
- Codes are used only for services personally performed by physician or other qualified health care professional
- CMS designated all telephone evaluation management codes with status indicator "N" which indicates service not covered by CMS
- RVUs are listed in MPFS
  - Some commercial payers may cover these services and use RVUs assigned by Medicare to set payment rates

NOT USED

		FOR						
			STATUS	MEDICARE	WORK	NON-FAC	MP	NON- FACILITY
HCPCS	MOD	DESCRIPTION	CODE	PAYMENT	RVU	PE RVU	RVU	TOTAL
99441		Phone e/m phys/qhp 5-10 min	N	+	0.25	0.13	0.02	0.40
99442		Phone e/m phys/qhp 11-20 min	N	+	0.50	0.23	0.05	0.78
99443		Phone e/m phys/qhp 21-30 min	N	+	0.75	0.33	0.06	1.14

### Medicare Telemedicine

#### **Attachments**

- Medicare Telemedicine Healthcare Provider Fact Sheet
- Telemedicine Patient Consent Form
- Medicare FAQ on Telehealth Waivers
- Enforcement Discretion for Telehealth Remote Communications during COVID-19
- Medicare Telemedicine CPT Code List (2019 and 2020)
- General Telehealth Toolkit
- CMS Telehealth MLN March 2020
- CMS Telehealth Compilation Final Dec 2019 CMS 1500 Box 32

### Resources

- AHIP (America's Health Insurance Plans) published list regarding COVID-19 (testing, telehealth, etc.), on an insurance by insurance basis
  - https://www.ahip.org/h ealth-insuranceproviders-respond-tocoronavirus-covid-19/



The health and well-being of millions of Americans remains our highest priority. Health insurance providers are committed to help prevent the spread of the coronavirus strain COVID-19. We are activating emergency plans to ensure that Americans have access to the prevention, testing, and treatment needed to handle the current situation.

While most reported cases of COVID-19 are in other countries, the number of cases in the United States continues to increase. Here are some ways health insurance providers are taking action:

 Aetna will waive co-pays for all diagnostic testing related to COVID-19, according to CVS Health. That includes all member costs associated with diagnostic testing for Commercial, Medicare, and Medicaid lines of business. Self-insured plan sponsors will be able to opt-out of the program at their discretion. Aetna is also offering zero co-pay telemedicine visits for any reason, and it is extending its Medicare Advantage virtual evaluation and monitoring visit benefit to all fully insured members. People diagnosed with COVID-19 will receive a care package. CVS Health is also offering several









posted by AHIP on March 25, 2020

Click Here to Learn More

# Modeling the Shift to Telemedicine using InfoDive®

Assessing the impact on reimbursement

## Hematology and Oncology Associates E & M Attrition and Telehealth

Place of Service: Doctor's Office (11)

Service Month: 2020-02

EM Category: New and Established

Attrition %: 20 Telehealth %: 10

Location Name	Visits -	New Patients	Est Patient Visits
Total	3,317	307	3,010
High Plains Clinic	887	72	815
Oncology Specialists	720	61	659
Valley View Clinic	395	34	361
Radiation Center	72	30	42
Bay Front Office	303	28	275
Madison Office	357	23	334
Lakeside Office	208	19	189
Methodist Office	95	15	80
Lakeforest Office	128	11	117
Palliative Care Office	107	9	98
Mercer Clinic	45	5	40

Visits EM					
Attrition	Shift to Telehealth	Office Remaining	Telehealth and Office		
-663	332	2,322	2,654		
-177	89	621	710		
-144	72	504	576		
-79	40	277	316		
-14	7	50	58		
-61	30	212	242		
-71	36	250	286		
-42	21	146	166		
-19	10	67	76		
-26	13	90	102		
-21	11	75	86		
-9	5	32	36		

Medicare Allowable						
		Shift to				
Current	Attrition	Telehealth*	Impact*	Projected*	% Impact*	
\$344,976	\$-68,995	\$-9,216	\$-78,211	\$266,764	-22.7%	
\$91,612	\$-18,322	\$-2,467	\$-20,789	\$70,822	-22.7%	
\$73,656	\$-14,731	\$-1,980	\$-16,711	\$56,944	-22.7%	
\$40,956	\$-8,191	\$-1,099	\$-9,291	\$31,666	-22.7%	
\$8,659	\$-1,732	\$-203	\$-1,935	\$6,724	-22.3%	
\$30,591	\$-6,118	\$-831	\$-6,949	\$23,642	-22.7%	
\$36,902	\$-7,380	\$-992	\$-8,373	\$28,529	-22.7%	
\$21,201	\$-4,240	\$-569	\$-4,809	\$16,392	-22.7%	
\$10,387	\$-2,077	\$-269	\$-2,347	\$8,040	-22.6%	
\$12,834	\$-2,567	\$-350	\$-2,917	\$9,917	-22.7%	
\$14,189	\$-2,838	\$-341	\$-3,179	\$11,010	-22.4%	
\$3,990	\$-798	\$-115	\$-913	\$3,077	-22.9%	

\*Assumes Telehealth will be paid at facility based rates

## **Contact Information**

Existing InfoDive clients
<a href="mailto:InfoDiveSupport@intrinsiq.com">InfoDiveSupport@intrinsiq.com</a>

Learn more about InfoDive or request demonstration Sales@intrinsiq.com

Telehealth Questions
AskIntrinsiQ@IntrinsiQ.com



**Update on Telehealth** *Joel White* 



### Overview: Congressional Coronavirus Response

Congress has enacted two laws and is working on a third to address the Coronavirus threat



### Overview: Telehealth Provisions in Coronavirus Packages



Coronavirus
Supplemental (HR 6074)

HHS can waive restrictions during emergency:

- Originating site and geographic restrictions
- Urban and rural restrictions

#### Other restrictions:

- Bill requires smart phone
- Previous (within 3 years) relationship

For provider, a previous payer relationship with the patient doesn't count.



Families First Coronavirus Response Act (HR 6201)

Requires insurers to provide coverage

– without any cost sharing or prior
authorization or other medical
management requirements for:

- (1) COVID IVD products and
- (2) items and services furnished to an individual during health care provider office visits (which includes in-person visits and telehealth visits), urgent care visits, and ER visits that result in an order for or administration of an in vitro diagnostic product



CARES/Supplemental (HR 748)

- Deletes modality restrictions in first coronavirus bill
- Reauthorizes the network and resource centers grant program
- First dollar coverage for telehealth in HSAs
- Allows payments to FQHC and RHCs
- Allows telehealth for dialysis, hospice authorization
- Expands authority to provide telehealth for home health services
- Provides funding for VA, IHS, FCC for telehealth services and infrastructure



#### CMS Expansion of Telemedicine Health Care Services: Medicare coverage and payment of virtual services

The Centers for Medicare and Medicaid Services (CMS) expanded access to Medicare telehealth services—broadened services and lessened geographic restrictions—through regulatory flexibilities under the 1135 waiver authority and Coronavirus Preparedness and Response Supplemental Appropriations Act.

#### TELEHEALTH

Effective March 6, 2020 and for the duration of the COVID-19 Public Health Emergency (PHE), telehealth services --

- Expanded to include all areas in all settings
- Applicable to new or established patients<sup>a</sup>
- BILLING Payments furnished for services in all settings, at same rate for in-person visits
- COST SHARING Medicare
  coinsurance and deductible applies
  for all services and settings\*
- HHS OIG provides flexibility for providers to reduce or waive cost-sharing for telehealth visits paid by federal health care programs

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#### VIRTUAL CHECK-INS

- No geographic or location restrictions
- Applicable only to established patients
- Individual services need to be agreed to by the patients, but practitioners may educate beneficiaries on availability of the service prior to patient agreement
- BILLING Services may be billed using HCPCS codes G2012 or G2010, as applicable
- COST SHARING Medicare coinsurance and deductible applies for these services

#### E-VISITS

- No geographic or location restrictions
- Applicable only to established patients
- Individual services need to be initiated by the patient, but practitioner may educate beneficiaries on availability of the service prior to patient initiation
- BILLING Services may be billed using CPT codes 99421-99423 and HCPCS codes G2061 G2063, as applicable
- COST SHARING Medicare coinsurance and deductible applies for these services
- Patients communicate with their provider via online patient portals





<sup>&</sup>lt;sup>a</sup> To the extent the 1135 waiver requires an established relationship, HHS will not conduct audits to ensure that such a prior relationship existed for claims submitted during this PHE.

### Health Innovation Alliance: Working to Expand Telehealth to Meet the Crisis















Employer/ Research















Payer/ Provider











**Patient** 















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# THANK YOU



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Where knowledge, reach and partnership shape healthcare delivery.