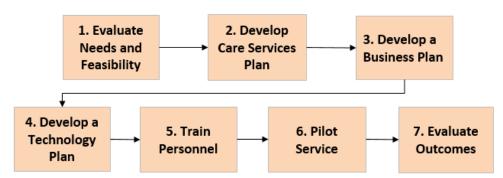


Roadmap and Toolkit for Implementing Primary Care and Behavioral Telehealth Services during the COVID-19 Pandemic

--Compiled by Michael Edwards, PhD, Northeast Telehealth Resource Centers, **August 17, 2020**Visit the NETRC Resource Library to explore more resources by category at https://netrc.org/resources.php

Integrating a telehealth delivery solution into a health care organization is often a prolonged and daunting endeavor involving many steps. Each step calls into play participation and varying levels of teamwork among clinical, administrative, and technical staff of the organization. A successful clinical telehealth program begins with proper preparation. Because of the COVID-19 pandemic and the relaxation of regulatory and reimbursement barriers to telehealth, health care must move quicker than usual in their planning and implementation. The planning steps in this guide remain the same, but strategies for more rapid deployment in the context of the pandemic are included in the new resource compilation section starting on page 8.

There are several overall guides for planning cited below, each varying in their emphases and sequencing of steps. Through experience, we have come to favor that of Burgiss with the following seven steps:



He further recommends that: "An organization planning a telehealth program should make the first pass through the steps, repeat the process with additional passes, and modify each step until it is confident that the plan realistically represents a program that can be implemented with a high probability of success. After achieving this level of confidence, the organization should make a commitment to implement the plan."

In our version of this approach, we recommend the planning group first investigate how they can address a set of key questions surrounding some critical goals under the umbrella of assessing needs and feasibility of the telehealth program considered for implementation. Such work calls for navigating through elements of Burgiss' steps in abbreviated form before settling down to planning operational details of implementation. The planners have to believe in feasibility of delivering the new telehealth services before they can commit to proceeding. That means going through the motions of business planning with considerable guesswork around equipment choices and telehealth service volume. Beyond scoping out start-up equipment and training costs, the team will gain an important perspective on how sustaining ongoing operational costs will depend on prospects of reimbursement revenue or other economic benefit, depending on improved health outcomes (e.g. avoiding penalties for high re-hospitalization rates).

Key clinical leaders must be engaged in these initial planning steps, for without buy-in by clinical champions a telehealth program is destined to fail. Their involvement early on is important for success as well because their confidence in working with new technology and their capacity to achieve effective work-flow adjustments in their practice are essential.

The table below organizes the steps for assessing needs and feasibility of a telehealth program and identifies key resources and tools for guidance. The detailed implementation planning to follow will

depend in many ways on the type of telehealth service to be delivered and role of the organization as a hub or spoke in any networking involved. Thus, our planning steps are generically organized around a series of key questions. Each phase can benefit from the more extensive collection of <u>Telehealth Planning Resources</u> provided below.

1. Evaluate Needs and Feasibility			
Strategy step	Questions to address	Useful resources (references cited listed below)	
Define the needs you hope to address via a telehealth program	What patient needs will be addressed? What provider needs will be addressed? What needs of the organization will be addressed?	Follow needs assessment steps as outlined in the California TRC Guide (2, 3). A key step is review of health disparities and unmet needs for timely health care access in your regional and patient populations which could be addressed through telehealth. Review further guidance in other resources and implementation guides (4-5). Review general features of successful programs (6-9) and begin to explore how programs of interest align with national goals and funding schemes for health care reform (10, 11). Assess organizational readiness to proceed in the clinical areas of most interest (12-13). Network with other organizations involved in regional or state-level planning and identify partners for service development.	
Educate yourself on successful applications and approaches	Have others tried to address needs that are similar to yours? Are there models that might be relevant? Are there evidence-based practices you should incorporate?	Search NETRC's resource listings at netro:ne	
Conduct a needs/demand analysis for service(s)	What is a realistic estimate for the demand for the services being proposed? How could you generate greater demand for the services?	Review clinical service records to estimate the number of clients requiring long travel and volume of referrals/transfers for care elsewhere that could be handled by telemedicine services. Query potential partner organizations on projected patient numbers that might be served through telehealth teamwork. Identify clinical benefits of prospective telehealth services and consider using them in marketing strategies that could increase service volume (14).	
Develop an initial conservative estimate of the added costs for the program beyond clinical provider time	What is the cost of standard units of needed equipment, training, extra staff or contracted help with any needed technical support, scheduling, and patient presentation?	Identify likely equipment required to meet clinical needs through review of relevant webinars and white papers of the National Telehealth Technology Assessment Resource Center (15) and other comparison resources (16-17). Estimate ballpark pricing by visiting vendor and reseller websites (18). Consider any needs and extra costs for set-up of special telehealth rooms (19-21). Begin to project extra staffing costs based on staffing and training recommendations within the California TRC guide (22-23).	

Create an initial business plan	What are some potential options for funding and	Review grant opportunities for equipment capitalization and operational funding support at the Rural Assistance Center (24-
basiness plan	sustaining this project? 25). Project in:	25). Project insurance status profile of prospective patient mix
	How do prospective reimbursement, grant, and other revenue match up to extra program costs?	and availability of public and private insurance reimbursement for planned service (26-27). Use business planning templates from the ATA and others to estimate patient volume required to break even on the balance of costs and revenue (28-29).

2. Implementation of a Care Services Plan

Once a target for telehealth clinical services has been selected and consensus achieved on implementation, teamwork among clinical and administration must be harnessed in setting goals, objectives, staff responsibilities, and timelines. The following list of questions should provide a useful framework for these planning steps:

- Where will the providers be located?
- Where will the patients be located?
- How will the providers be credentialed and privileged to deliver virtual care at the patient site?
- How will the services be scheduled and delivered?
- What level of quality of audio and video are needed?
- What steps and technical assistance support will be applied for quality assurance?
- Will your providers need additional instruments/peripherals for exams?
- How will scheduling be accomplished?
- What means will be used to assure provider access to the patient's medical record prior to provision of clinical services?
- What type of support does the provider need at the patient location?
- What training or resources does the clinician and support staff need to make the delivery of care effective and efficient?
- How will scheduling be accomplished?
- How will documentation of clinical services be achieved and made accessible to those in need of the information?
- What information and communication does a referring physician need?
- What are the options and methods for billing private and public insurance programs?

With these answers the planning team will be in a position to develop detailed protocols and procedures for delivering the new telehealth services. All of the steps in the process should be in a written protocol that accounts for the relative roles and stages of action for the patient, the referring provider, the remote clinic staff, and the local staff. These protocols should be written into your planning document and revised as the planning progresses. If you make a commitment to implement the program, these planning protocols can be revised to become approved clinical protocols. The use of a mock run through of the protocol steps is often important to work out unforeseen details, as well as to provide training. NETRC can supply model protocols for most common telemedicine applications. Also of great help for formulating clinical program details is to visit a site of a local or regional program already in successful operations with the application of interest and checking out their protocols and procedures.

3. Develop a Business Plan and Risk Analysis

Developing at least a basic business plan is a critical step that is often omitted. The goal of financial sustainability of the program may seem comfortably off in the hazy distance during the pilot phase of your program. However, projections of costs and revenue sources in that future is important in the near term to help make believers of the care team and key administrators and to set milestones for the project which

can guide each step along the way. Even if start-up costs are largely covered by a grant or accessible capital funds, true sustainability requires consideration of equipment replacement costs after two to five years depending on its durability.

At a low volume of clinical telehealth services, existing staff may be tasked without much strain with such extra duties as scheduling, equipment checks, and/or patient informed consent and presentation at the remote site. Yet, with a ramping up of your program, commitment to dedicated staff roles will have a cost impact worth planning for. Whether your revenue sources for program operations lies mainly with payper-service reimbursements or through cost avoidance for delivering managed care, there will usually be a dependence on service volume to attain the "break even" point between net income and expense. The same is true if the prime mover of the new program is to achieve quality care outcomes subject to pay-for-performance benefits or penalties for not meeting the benchmark (e.g. 30-day rehospitalization rates). Setting a target for service volume by a certain date can help set the timeline for engagement of additional partner organizations and providers needed for meeting the goal.

A marketing plan should be included in the business plan. It is a part of this step since marketing typically has a cost and since the success of the marketing plan will impact utilization and revenues. This plan should include communications to help garner buy-in and support for the program by members of your own organization and patients, community leaders, and other health care organizations in your service area. Uncertainty over community need and acceptance of the new services may call for a certain level of market research, such as surveys of area residents and referral sources about acceptance and projected utilization of the telehealth services.

The detailed steps for business planning will vary extensively by the type of telehealth program under development. However, there are generic templates developed to guide such efforts (see references 34-37 above and general best practice steps in reference 1 and 18). Extending work in planning phases 1 and 2 above, your efforts here will be concerned with addressing many of the following questions about estimated start-up and ongoing costs and revenues for the program:

Costs:

- Are there grants worth pursuing that could help subsidize equipment, telecommunication costs, and/or program development costs?
- What equipment does your organization currently have that could be leveraged?
- What is the estimated Initial cost of investment in new equipment?
- Are there technical training costs that need to be covered?
- What will the ongoing maintenance (e.g., service agreements) costs be?
- Will you need to expand your organizational telecommunications capacity?
- What will the additional bandwidth, network management, or security elements such as a Virtual Private Network cost?
- What is a reasonable estimate for costs of additional staffing for clinical, administrative, and technical needs for the program?
- Does your organization and providers' liability insurance cover delivery of care by telehealth and, if not, how much extra cost will be involved for its inclusion?

Revenues and/or cost savings

- What costs might be decreased due to the telehealth program?
- Are there travel savings for providers that can translate into cost benefits?
- Does the clinical service, provider, and service sites qualify for reimbursement from Medicare, Medicaid, and private insurance plans?
- Is there a potential for cost benefits due to outcomes such as decreased patient transfers or hospital readmissions?

4. Develop a Technology Plan

A thorough and objective technology plan will be based on realistic needs, a care services plan, and a business plan (the first three steps) that can increase the probability of long-term sustainability of a telehealth program. Review the priorities you listed when evaluating needs in step 1 to determine what functionality and capacity will be required of the equipment. You will have already made projections on costs of common equipment solutions for the telehealth application selected. Now your task is to refine 3your selection to the most cost effective solution for a system that is close to the cutting edge, but not so new and untested that it is on the "bleeding edge."

Usually, an organization in this stage needs to contract for some expert help. Your technical services and IT staff may be plenty savvy about computers and HIT systems, but unless they have had significant direct experience with telemedicine systems they are unlikely to be in a position to readily weigh vendor claims for their products or judge how satisfied your clinical providers will be with their equipment and software. You will need strategies for the following questions:

- How will you research vendor products and technology relevant to desired telehealth applications?
- How will you translate clinical needs of providers and patients into technical, usability, and interoperability specifications for the equipment or software?
- Is there an operational telehealth program nearby you can visit to gain knowledge on a potential model for a technology solution?
- Once vendor solutions get honed down to a few choices, can you get them to provide hands-on demonstrations or equipment loans to garner input from your relevant clinicians, administrators, and technical staff?
- How can you use an equipment specification and bidding process to assure the most cost effective deal is made with a vendor?
- To what extent can you include training and equipment maintenance costs in the purchase to reduce program costs?

5. Train Personnel

Develop and implement a plan for training personnel to prepare them for the arrival of the technology and for its use with patients and providers.

- How will you conduct operational training for physicians, other relevant providers and clinical staff, and/or patients?
- Will use of the system and protocols with a mock patient benefit the relevant staff?
- What procedures will you build in for back-up solutions in case of technical failures of the system through either equipment malfunction or user error?
- How will you train referring providers about the role of telehealth in the organization, potential benefits, and relevant protocols?
- How will you train administrators about the services that will be offered and their benefit to the community?
- htHow will you train other staff so that they too can leverage the technology?

6. Pilot Service

The care and technology plans should be tested by performing a pilot program with a limited number of patients and staff members for a limited duration. As with any new way of delivering service, it is much better to learn lessons with a few patients and staff members than it is with large numbers. Questions to resolve for such a plan include:

- How many providers and what representative patients will be used for the trial?
- How long will the trial run?
- Will you include attempts to obtain reimbursement for the pilot efforts?
- What kind of inputs from the experience of providers and patients do you need to guide optimization of the operational clinical protocols?
- Does it appear from the clinicians and support staff that additional training on the equipment and protocols is needed?
- Do you need to extend the pilot further to get limited outcome data?

7. Evaluate Outcomes

You organization's quality assurance staff should be involved in order to complete planning to assure that the quality of health care delivered by telehealth meets the same standards as in-person face-to-face care. This does not require a major research-oriented effort. At the first level, systems should be in place for the support staff or provider to log whether communication over the system was adequate for the clinical purposes intended. This is especially important early on in the program to make sure there are not technical glitches or user errors in the system use which can be readily addressed.

Basic questions of patient and provider satisfaction are important to address at the beginning of the project to garner input to help improve the implementation of the service. A basic survey with a few questions and opening for comments may be adequate. As providers are often too busy to reliably complete such paperwork, you might consider having a support staff member involved in facilitating the telehealth services to verbally ask the provider a couple of rating questions on adequacy of the system for clinical needs and if there were any problems. For long range outcome measures on the benefits or impact of telehealth, it will be important to develop a plan for how that data will be collected and used. Your evaluation program can be guided by the following questions:

- For operational QA, how can you collect information on day-to-day quality of system performance so the technical service staff can detect and address system problems in a timely way?
- How can your program monitor and detect errors in use of the system that could be addressed in a timely way with targeted training?
- What goals and performance standards underlie the telehealth program which calls for clinical measurement efforts?
- How can you garner input from providers and patients on perceived benefits of telehealth for delivery of services without undue burdens of time and effort?
- Can existing data collection for your EMR and the QA systems built on it serve to reveal the impact of the telehealth services with minimal modification (e.g. a code field for telehealth)?
- How will data on patients served with telehealth be compared to usual care?
- How can your assessment take into account the extra staff efforts required for the program so organizational cost benefits may be estimated?

Key Program Planning Resources

- 1. Burgiss SG. Telehealth Technical Assistance Manual: A document to assist in the planning of telehealth and telemedicine projects for rural community and migrant health centers and other health care organizations. National Rural Health Association, 2006 pdf
- 2. California Telehealth Resource Center. How to conduct a telemedicine needs assessment. CTEC Discovery Series, Apr. 2009 htm

- 4. Telligen and the Great Plains Telehealth Resource and Assistance Center. Telehealth start-up and resource guide. GPTrac, October, 2014 htm
- 5. DeGaetano N, Shore J. Conducting a telehealth needs assessment. Chapter 2 in PW Tuerk, P Shore (eds.), *Clinical Videoconferencing in Telehealth*, Springer International, 2015 pdf
- 6. Northeast Telehealth Resource Center. Telehealth 101: The basics. NETRC, 2015 pdf
- 7. American Telemedicine Association. Core operational guidelines. ATA, 2014 pdf
- 8. Obstfelder A, Engeseth KH, Wynn R. Characteristics of successfully implemented telemedical applications. *Implement. Sci.* 2:25-36, 2007 <a href="https://htm.ncbar.n
- 9. Weinstein RS, Lopez AM, Joseph BA, et al. Telemedicine, telehealth, and mobile health applications that work: opportunities and barriers. *Amer. J. Med. 127(3):*183-187, 2014 <a href="https://htm.ncbi.nlm.nc
- 10. Bashshur RL, Shannon G, Krupinski EA, Grigsby J. Sustaining and realizing the promise of telemedicine. *Telemed. eHealth* 19(5):339-345, 2013 htm
- 11. Tuckson RV, Edmunds M, Hodgkins ML. Telehealth. New Engl. J. Med. 377(16):1585-1592, 2017 pdf
- 12. California Telehealth Resource Center. Assessing organizational readiness—Is your organization ready for telemedicine? CTEC Discovery Series, Apr. 2009 htm; Telehealth Training Videos: htm
- 13. Waters P, Schwalbel L, Hartje J. Is your agency ready for telehealth: Telehealth capacity assessment tool. National Frontier and Rural Addiction Technology Transfer Center, 2013 <a href="https://html.ncbi.nlm.ncbi.n
- 14. California Telehealth Resource Center. Developing a telehealth marketing plan: A step by step guide. CTRC, 2011 httm; Telehealth Training Videos. httm
- 15. National Telehealth Technology Assessment Resource Center: Toolkits <a href="https://htm.ncbi.nlm.
- 17. Telebehavioral Health Institute. Telehealth Buyer's Guide—Products & services. TMHI, 2018 httm
 Video--htm
- 18. American Telemedicine Association. Resource Center & Buyer's Guide htm
- 19. California Telehealth and eHealth Center. Telemedicine room design program guide. Telehealth Resource Centers Website--video: htm
- 20. Ontario Telemedicine Network. Clinical site readiness assessment tool. OTN pdf
- 21. Southwest Telehealth Resource Center. Telehealth site assessment tool. SWTRC, 2014 pdf
- 22. California Telehealth and eHealth Center. Staffing a telemedicine program: Program guide. Telehealth Resource Centers Website, 2011 <a href="https://htm.ncbi.nlm
- 23. California Telehealth Resource Center. Telehealth Training Modules. Telehealth Resource Centers Website, 2012 https://doi.org/10.1016/j.com/https://doi.org/10.1016/j.co
- 24. Rural Assistance Center: Rural Funding and Opportunities htm
- 25. NETRC Federal Funding Resources pdf
- 27. Center for Connected Health Policy. Telehealth reimbursement. CCHP Fact Sheet, February, 2019 pdf
- 28. Barker G, Burgiss S, Puskin D, Antoniotti N, et al. Business plan template: A document to assist in the business and strategic planning of telehealth programs. American Telemedicine Association. Business and Finance SIG, 2008 pdf
- 29. LeRouge C, Tulu B, Forducey P. The business of telemedicine: strategy primer. *Telemed eHealth* 16(8):898-909, 2010 htm

RESOURCES FOR PLANNING DEVELOPMENT OF TELEHEALTH PROGRAMS

Topic Table (navigate by holding Control key with mouse selection)

Tepie Table (navigate by neraling Centrer ney man medee ecreation)			
Planning Guides	Technology Assessment and Selection		
Regulatory Policies	Online Telehealth Training		
Reimbursement	Business Planning		
General Telehealth Guidelines, COVID eraComprehensive guides	Reviews and Model ProgramsPrimary care		
Specific strategies and tools	Home based case		
mHealth	mHealth in primary care		
Behavioral health	Behavioral health		
	eConsulting		

Program Planning Guides and Best Practices in Context of the Pandemic

--General

American Academy of Physicians. Telemedicine: A practical guide for incorporation into your practice. ACP, March 2020 htm

American Medical Association. Telehealth Implementation Playbook. AMA, April 2020 pdf

American Medical Association. AMA quick guide to telemedicine in practice. AMA, March 2020 htm

Bashshur R, Doarn CR, Frenk JM, Kvedar JC, Woolliscroft JO. Telemedicine and the COVID-19 pandemic: lessons for the future. *Telemed. eHealth* [epub ahead of print], April 2020 pdf

Better Medicare Alliance. Spotlight on innovation: The response to COVID-19. BMA, April 2020 pdf

Calton B, Abedini N, Fratkin M, Telemedicine in the time of coronavirus. *J. Pain Symptom Manage*. [epub ahead of print], March 2020 pdf

Centers for Disease Control and Prevention. Phone advice line tools: Guidelines for children (2-17 years) or adults (≥18 years) with possible COVID-19. CDC, March 30, 2020 pdf

Centers for Medicare & Medicaid Services. General Provider Telehealth and Telemedicine Toolkit. CMS, DHHS, March 17, 2020 pdf

Department of Health and Human Services. Telehealth: Health care from the safety of our homes--For providers: getting started. DHHS website, 2020 <a href="https://htm.ncbi.nl

Great Plains Telehealth Resource and Assistance Center. Telehealth quick start: prerequisites, policies, procedures, and practice—webinar slidesets. gpTRAC, March 28-29, 2020 https://doi.org/10.1007/jhtm

Health Resources & Services Administration. Planning your telehealth workflow. HRSA, Department of Health and Human Services, May 2020 htm

Health Resources & Services Administration. Telehealth—for providers. HRSA, Department of Health and Human Services, May 2020 htm

Mid-Atlantic Telehealth Resource Center. MATRC telehealth resources for COVID-19. MATRC website, 2020 htm

National Consortium of Telehealth Resource Centers. COVID-19 Telehealth Toolkit. NCTRC, March 18, 2020 pdf National Consortium of Telehealth Resource Centers. Telehealth and COVID-19. NCTRC Webinar, March 19, 2020 Slides; Recording

Neufield J, McCarthy T, Lizak L. Telehealth in a public health emergency: A quick-start guide. Great Lakes Mental Health Technology Transfer Center, May 5, 2020 video slides & transcript

Northeast Telehealth Resource Center. Telehealth Resource Webliography for COVID-19 Pandemic. NETRC, August 2020 pdf

Northwest Regional Telehealth Resource Center. Quick start guide to telehealth during the current public health emergency. NRTRC, March 2020 pdf

Sage Growth/Blackbook Research. As the country reopens, safety concerns rise. Partners Black Book Market Research LLC,May 11, 2020 https://doi.org/10.1007/jhtm

Schwamm LH, Erskine A, Licurse A. A digital embrace to blunt the curve of COVID19 pandemic. *NPJ Digit Med.* 3:64, 2020 <a href="https://htm.ncbi.nlm.ncbi.n

Sikka N. How to start doing telemedicine now (in the COVID-19 crisis). Medscape Business of Medicine, March 25, 2020 htm

- SR Health, Inc. A complete guide to seeing patients virtually and getting paid for it. Xtelligent Healthcare Media Resource Library, May 14, 2020 pdf
- Triana AJ, Gusdorf RE, Shah KP, Horst SN. Technology literacy as a barrier to telehealth during COVID-19. *Telemed. eHealth* [epub ahead of print], May 2020 https://htm.nih.gov/htm.

--Primary care and pediatrics

- American Academy of Family Physicians. Using telehealth to care for patients during the COVID-19 pandemic. AAFP website, 2020 htm
- American Academy of Pediatrics. AAP Guidance: Telehealth payer policy in response to COVID-19. AAP website, April 2020 htm
- American Academy of Pediatrics. Guidance on providing pediatric ambulatory services via telehealth during COVID-19. AAP website, April 2020 <a href="https://htm.ncbi.nlm.ncbi
- American Academy of Pediatrics. Telehealth support: Provider to patient visits. AAP, May 2020 htm
- American Academy of Physicians. Telemedicine: A practical guide for incorporation into your practice. ACP, March 2020 htm
- American Diabetes Association. CMS Resources: Telehealth during the COVID-19 national pandemic. ADA website, April 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- American Medical Association. Telehealth Implementation Playbook. AMA, April 2020 pdf
- Bachmann GA. Applause for telemedicine as an optimal platform for specific menopausal health-care visits beyond COVID-19. *Case Rep. Womens Health* [epub ahead of print], July 2020 htm
- Badawy SM, Radovic A. Digital approaches for remote pediatric healthcare delivery during the coronavirus (Covid-19) pandemic: existing evidence and a call for further research. *JMIR Pediatr. Parent.* 3(1):e20049, 2020 htm
- Barney A, Buckelew S, Mesheriakova V, Raymond-Flesch M. The COVID-19 pandemic and rapid implementation of adolescent and young adult telemedicine: challenges and opportunities for innovation. *J. Adolesc. Health* [epub ahead of print], May 2020 htm
- Bashshur R, Doarn CR, Frenk JM, Kvedar JC, Woolliscroft JO. Telemedicine and the COVID-19 pandemic: lessons for the future. *Telemed. eHealth* [epub ahead of print], April 2020 pdf
- Baum A, Kaboli PJ, Schwartz MD. Reduced in-person and increased telehealth outpatient visits during the COVID-19 pandemic. *Ann. Intern. Med.* [epub ahead of print], August 2020 htm
- Bell JS, Reynolds L, Freeman C, Jackson JK. Strategies to promote access to medications during the COVID-19 pandemic. *Aust. J. Gen. Pract.* 49(8):530-532, 2020 htm
- Brough HA, Kalayci O, Sediva A, et al. Managing childhood allergies and immunodeficiencies during respiratory virus epidemics the 2020 COVID-19 pandemic. *Pediatr Allergy Immunol.* [epub ahead of print], April 2020 htm
- Carlson JL, Goldstein R. Using the electronic health record to conduct adolescent telehealth visits in the time of COVID-19. *J. Adolesc. Health* [epub ahead of print], June 2020 pdf
- Centers for Disease Control and Prevention. Phone advice line tools: Guidelines for children (2-17 years) or adults (≥18 years) with possible COVID-19. CDC, March 30, 2020 pdf
- Cheng A, Vasquez Guzman CE, Duffield TC, Hofkamp H. Advancing telemedicine within family medicine's core values. *Telemed. eHealth* [epub ahead of print], July 2020 https://doi.org/10.1007/jhm
- Das LT, Gonzalez CJ. Preparing telemedicine for the frontlines of healthcare equity. *J. Gen. Intern. Med.* [epub ahead of print], May 2020 <a href="https://htm.ncbi.nlm.ncbi
- Dewar S, Lee PG, Suh TT, Min L. Uptake of virtual visits in a geriatric primary care clinic during the COVID-19 pandemic. *J. Amer. Geriatr. Soc. 68(7):*1392-1394, 2020 htm
- Ding XR, Clifton D, Ji N, et al. Wearable sensing and telehealth technology with potential applications in the coronavirus pandemic. *IEEE Rev. Biomed. Eng.* [epub ahead of print], May 2020 https://doi.org/10.1001/jhm
- Dodell G. Telemedicine SOAP: Set-up, operation, action, and plan/policy—webinar recording. American Association of Clinical Endocrinologists, April 2020 htm
- Eccleston C, Blyth FM, Dear BF, et al. Managing patients with chronic pain during the Covid-19 outbreak: considerations for the rapid introduction of remotely supported (e-health) pain management services. *Pain* [epub ahead of print], April 2020 https://doi.org/10.1001/jhtm
- Elliott T, Tong I, Sheridan A, Lown BA. Beyond convenience: patients' perceptions of physician interactional skills and compassion via telemedicine. *Mayo Clin. Proc. Innov. Qual. Outcomes* 4(3):305-314, 2020 https://htm.new.google.com/htm
- Espinoza J, Crown K, Kulkarni O. A guide to chatbots for COVID-19 screening at pediatric health care facilities. *JMIR Public Health Surveill.* 6(2):e18808, 2020 <a href="https://htm.ncbi.nl
- Fisk M, Livingstone A, Pit SW. Telehealth in the context of COVID-19: changing perspectives in Australia, the United Kingdom and the United States. *J. Med. Internet Res.* [epub ahead of print], May 2020 https://perspectives.org/htm
- Gilbert AW, Billany JCT, Adam R, et al. Rapid implementation of virtual clinics due to COVID-19: report and early evaluation of a quality improvement initiative. *BMJ Open Qual. 9(2):*e000985, 2020 https://doi.org/10.1007/jhtm.new/bill-10.1007/jhtm

- Gleeson C, Kelly M, Lasserson T, et al. Coronavirus (COVID-19): remote care through telehealth. Cochrane Library Special Collections, June 2020 <a href="https://htm.ncbi.nlm.
- Graber ML, Hunte HE, Smith KM. Telediagnosis for acute care: implications for the quality and safety of diagnosis. Agency for Healthcare Research and Quality Issue Brief, August 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- Grange ES, Neil EJ, Stoffel M, et al. Responding to COVID-19: The UW Medicine Information Technology Services experience. *Appl. Clin. Inform.* 11(2):265-275, 2020 <a href="https://html.neinform.neinfo
- Graves JM, Mackelprang JL, Amiri S, et al. Barriers to telemedicine implementation in southwest tribal communities during COVID-19. *J. Rural Health* [epub ahead of print], June 2020 PubMed
- Greenhalgh T, Koh GCH, Car J. COVID-19: a remote assessment in primary care. *Brit. Med. J. 368:*m1182, 2020 httm
- Greenhalgh T, Wherton J, Shaw S, Morrison C. Video consultations for COVID-19. *Brit. Med. J. 368:*m998, 2020 htm
- Greiwe J, Nyenhuis SM. Greiwe J, et al. Wearable technology and how this can be implemented into clinical practice. *Curr. Allergy Asthma Rep. 20(8):*36, 2020 htm
- Gurwitch RH, Salem H, Nelson MM, Comer JS. Leveraging parent-child interaction therapy and telehealth capacities to address the unique needs of young children during the COVID-19 public health crisis. *Psychol. Trauma* [epub ahead of print], June 2020 <a href="https://htm.ncbi.nlm.
- Hirko KA, Kerver JM, Ford S, et al. Telehealth in response to the Covid-19 pandemic: implications for rural health disparities. *J. Amer. Med. Inform. Assoc.* [epub ahead of print], June 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- Hoffman GJ, Webster NJ, Bynum JPW, et al. A framework for aging-friendly services and supports in the age of COVID-19. *J. Aging Soc. Policy* [epub ahead of print], May 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- Hollander JE, Carr BG. Virtually perfect? Telemedicine for COVID-19. New Engl. J. Med. [epub ahead of print], March, 2020 pdf
- Holtz BE. Patients perceptions of telemedicine visits before and after the Coronavirus Disease 2019 pandemic. *Telemed. eHealth* [epub ahead of print], June 2020 pdf
- Hoover, M. Adapting the Annual Wellness Visit to telehealth. Caravan Health, April 6, 2020 pdf.
- Hser YI, Mooney LJ. Integrating telemedicine for medication treatment for opioid use disorder in rural primary care: beyond the COVID pandemic. *J. Rural Health* [epub ahead of print], June 2020 pdf
- Jethwa T, Ton A, Paredes Molina CS, et al. Establishing Mayo Clinic's Coronavirus Disease 2019 virtual clinic: a preliminary communication. *Telemed. eHealth* [epub ahead of print], June 2020 <a href="https://doi.org/10.1001/jhtm.1001/j
- Jiménez-Rodríguez D, Santillán García A, et al. Increase in video consultations during the COVID-19 pandemic: healthcare professionals' perceptions about their implementation and adequate management. *Int. J. Environ. Res. Public Health* 17(14):E5112, 2020 <a href="https://htm.ncbi.nlm.ncbi
- Jordan V. Cochrane Corner: Coronavirus (COVID-19): remote care through telehealth. *J. Prim. Health Care* 12(2):184-185, 2020 <a href="https://htm.ncbi.nlm.
- Khera R, Dhingra LS, Jain S, Krumholz H. An evaluation of the vulnerable physician workforce in the United States during the Coronavirus Disease-19 pandemic. *J. Gen. Intern. Med.* [e-pub ahead of print], June 2020 https://doi.org/10.1007/jhtm
- Khurana H, Schlegel S. From behind the front lines: rapid deployment of home tele-monitoring for COVID 19 patients—webinar recording. mHealth Intelligence Webcast, April 10, 2020 <a href="https://htm.ncbi.nlm.n
- Kim J-H, Desai E, Cole MB. How the rapid shift to telehealth leaves many community health centers behind during the COVID-19 pandemic. Health Affairs Blog, June 2, 2020 <a href="https://htm.ncbi.nlm.nc
- Klonoff DC. The Coronavirus 2019 pandemic and diabetes: an international perspective. *J. Diabetes Sci. Technol.* [epub ahead of print], June 2020 <a href="https://doi.org/10.1007/journal.org/10.1007/journa
- Korr KS. On the front lines of primary care during the coronavirus pandemic: shifting from office visits to telephone triage, telemedicine. *Rhode Island Med. J.* 103(3):9-10, 2020 pdf
- Kressly S. Teleheath and COVID-19--webinar. American Academy of Pediatrics, March 24, 2020 htm
- Krukowski RA, Ross KM. Measuring weight with e-scales in clinical and research settings during the COVID-19 pandemic. *Obesity* [epub ahead of print], April 2020 https://example.com/htm
- Kwong M, Ford DW, King K, Summers RL, Cespedes J, Skow BS. Telehealth and COVID-19--webinar recording. HRSA Telehealth Learning Series, April 20, 2020 https://htm.nc.nih.gov/htm.nc.nih.gov/htm. (requires a free registration)
- Lam K, Lu AD, Shi Y, Covinsky KE. Assessing telemedicine unreadiness among older adults in the United States during the COVID-19 pandemic. *JAMA Intern. Med.* [epub ahead of print], August 2020 <a href="https://htm.ncbi.nlm.ncbi
- Levine LB. Creating communities of care: enhancing in-place primary care capabilities through telehealth— webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 <a href="https://h

- Malipiero G, Heffler E, Pelaia C, et al. Allergy clinics in times of the SARS-CoV-2 pandemic: an integrated model. Clin. Transl. Allergy 10:23, 2020 <a href="https://htm.ncbi.nlm.ncb
- Mann DM, Chen J, Chunara R, Testa PA, Nov O. COVID-19 transforms health care through telemedicine: evidence from the field. *J. Amer. Med. Inform. Assoc.* [epub ahead of print], April 2020 <a href="https://htm.ncbi.nlm.
- Matheson BE, Bohon C, Lock J. Family-based treatment via videoconference: Clinical recommendations for treatment providers during COVID-19 and beyond. *Int. J. Eat. Disord.* [epub ahead of print], June 2020 <a href="https://html.ncbi.nlm
- McElroy JA, Day TM, Becevic M. The influence of telehealth for better health across communities. *Prev Chronic Dis.* 17:E64, 2020 htm
- Mehrotra A, Chernew M, Linetsky D, Hatch H, Cutler D. The impact of the COVID-19 pandemic on outpatient visits: a rebound emerges. The Commonwealth Fund, May 19, 2020 <a href="https://htm.ncbi.nlm.ncbi
- Meng X, Dai Z, Hang C, Wang Y. Smartphone-enabled wireless otoscope-assisted online telemedicine during the COVID-19 outbreak. *Amer. J. Otolaryngol.* [epub ahead of print], April 2020 <a href="https://htm.ncbi.nlm.ncbi
- Myers US, Birks A, Grubaugh AL, et al. Flattening the curve by getting ahead of it: How the VA healthcare system is leveraging telehealth to provide continued access to care for rural veterans. *J. Rural Health* [epub ahead of print], April 2020 pdf SC
- Nagata JM. Rapid scale-up of telehealth during the COVID-19 pandemic and implications for subspecialty care in rural areas. *J. Rural Health* [epub ahead of print], April 2020 https://htm
- Nearing KA, Lum HD, Dang S, et al. National geriatric network rapidly addresses trainee telehealth needs in response to COVID-19. *J. Amer. Geriatr. Soc.* [epub ahead of print], July 2020 <a href="https://html.needs.
- Ohannessian R, Duong TA, Odone A. Global Telemedicine implementation and integration within health systems to fight the COVID-19 pandemic: a call to action. *JMIR Public Health Surveill.* 6(2):e18810, 2020 <a href="https://html.ncbi.nlm.
- O'Hara VM, Johnston SV, Browne NT. The paediatric weight management office visit via telemedicine: pre- to post-COVID-19 pandemic. *Pediatr Obes. 15(8):*e12694, 2020 <a href="https://htm.ncbi.nlm.ncbi.
- Olayiwola JN, Magaña C, Harmon A, et al. Telehealth as a bright spot in the COVID-19 pandemic: recommendations from the "frontweb". *JMIR Public Health Surveill*. [epub ahead of print], June 2020 <a href="https://html.ncbi.nlm.n
- Panzirer D. Role of non-profit organization during COVID-19 for diabetes care: healthcare inequities and role of virtual specialty clinic. *Diabetes Technol. Ther.* [epub ahead of print], May 2020 <a href="https://htm.ncbi.nlm.n
- Patel PD, Cobb J, Wright D, et al. Rapid development of telehealth capabilities within pediatric patient portal infrastructure for COVID-19 care: barriers, solutions, results. *J. Amer. Med. Inform. Assoc.* [epub ahead of print], April 2020 https://htm.nih.gov/htm
- Peek N, Sujan M, Scott P. Digital health and care in pandemic times: impact of COVID-19. *BMJ Health Care Inform. 27(1)*:e100166, 2020 <a href="https://htm.ncbi.nlm.
- Peters AL, Garg S. The silver lining to COVID-19: avoiding diabetic ketoacidosis admissions with telehealth. *Diabetes Technol. Ther.* [epub ahead of print], May 2020 https://htm
- Portnoy J, Waller M, Elliott T. Telemedicine in the era of COVID-19. *J. Allergy Clin. Immunol. Pract.* [epub ahead of print], March 2020 https://doi.org/10.1001/jhtm
- Quinlan C. Leveraging telehealth to address social determinants in the FQHC environment—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://doi.org/10.1007/jhtm
- Ratwani RM, Brennan D, Sheahan W, et al. A descriptive analysis of an on-demand telehealth approach for remote COVID-19 patient screening. *J. Telemed. Telecare* [epub ahead of print], July 2020 PubMed
- Roth M. 4 ways you haven't thought about using telehealth during the COVID-19 pandemic. HealthLeaders Media, March 24, 2020 <a href="https://htm.ncb.nlm.ncb.n
- Sacks LJ, Pham C, Fleming N, Neoh SL, I Ekinci E. Considerations for people with diabetes during the coronavirus disease (COVID-19) pandemic. *Diabetes Res. Clin Pract*. [epub ahead of print], June 2020 pdf
- Schinköthe T, Gabri MR, Mitterer M, et al. Web-/APP-based connected care solution for COVID-19 in- and outpatient care. *JMIR Public Health Surveill*. [epub ahead of print], May 2020 <a href="https://html.ncbi.nlm.ncbi.
- Schulz T, Long K, Kanhutu K, et al. Telehealth during the coronavirus disease 2019 pandemic: Rapid expansion of telehealth outpatient use during a pandemic is possible if the programme is previously established. *J. Telemed. Telecare* [epub ahead of print], July 2020 htm
- Setzen M, Svider PF, Pollock K. COVID-19 and rhinology: A look at the future. *Amer. J. Otolaryngol.* [epub ahead of print], April 2020 https://htm.nih.gov/htm.
- Setzen M, Svider PF, Setzen S, et al. The novel corona virus and rhinology: Impact on practice patterns and future directions. *Amer. J. Otolaryngol.* 41(6):102569, 2020 PubMed
- Sherwin J, Lawrence K, Gragnano V, Testa PA. Scaling virtual health at the epicentre of coronavirus disease 2019: A case study from NYU Langone Health. *J. Telemed. Telecare* [epub ahead of print], July 2020 https://doi.org/10.1007/jhtm.ncm/
- Showalter G. Telehealth physical exam. Caravan Health, April 14, 2020 pdf
- Showalter G. Telehealth workflow. Caravan Health, April 16, 2020 pdf

- Shura RD, Brearly TW, Tupler LA, et al. Telehealth in response to the COVID-19 pandemic in rural veteran and military beneficiaries. *J. Rural Health* [epub ahead of print], May 2020 htm
- Simpson CL, Kovarik CL. Effectively engaging geriatric patients via teledermatology. *J. Amer. Acad. Dermatol.* [epub ahead of print], June 2020 <u>pdf</u>
- Sisk B, Alexander J, Bodnar C, et al. Pediatrician attitudes toward and experiences with telehealth use: Results from a national survey. *Acad. Pediatr.* 8:S1876-2859(20)30182-0, 2020 pdf
- Skolnik N, Johnson E. Telehealth and COVID-19—webinar recording. American Diabetes Association, April 1, 2020 htm
- Sykes Enterprises. Survey report: Americans' perceptions of telehealth in the era of COVID-19. Sykes Enterprises, Inc, June 2020 https://htm.nih.gov/htm.
- Tahan HM. Essential case management practices amidst the Novel Coronavirus Disease 2019 (COVID-19) crisis: Part 1: Tele-case management, surge capacity, discharge planning, and transitions of care. *Prof. Case Manag.* [epub ahead of print], May 2020 https://doi.org/10.1007/jhtm
- Temorshuizen JD, Watson HJ, Thornton LM, et al. Early impact of COVID-19 on individuals with eating disorders: a survey of ~1000 individuals in the United States and the Netherlands. *medRxiv* [preprint] May, 2020 <a href="https://html.ncbi.nlm.n
- Triana AJ, Gusdorf RE, Shah KP, Horst SN. Technology literacy as a barrier to telehealth during COVID-19. *Telemed. eHealth* [epub ahead of print], May 2020 https://htm.nih.gov/htm
- Watson AR, Wah R, Thamman R. The value of remote monitoring for the COVID-19 pandemic. *Telemed. eHealth* [epub ahead of print], May 2020 https://doi.org/10.1007/jhm
- Weissman RS, Bauer S, Thomas JJ. Access to evidence-based care for eating disorders during the COVID-19 crisis. *Int. J. Eat. Disord.* [epub ahead of print], April 2020 https://htm.nih.gov/htm.
- Woo Baidal JA, Chang J, Hulse E, et al. Zooming towards a telehealth solution for vulnerable children with obesity during COVID-19. *Obesity*.[epub ahead of print], April 2020 https://htm.nih.google.com/htm
- Wood SM, White K, Peebles R, et al. Outcomes of a rapid adolescent telehealth scale-up during the COVID-19 pandemic. *J. Adolesc. Health* [epub ahead of print], June 2020 https://doi.org/10.1001/jhtm
- Woodall T, Ramage M, LaBruyere JT, McLean W, Tak CR. Telemedicine services during COVID-19: Considerations for medically underserved populations. *J. Rural Health* [epub ahead of print], June 2020 htm
- Wosik J, Fudim M, Cameron B, et al. Telehealth transformation: COVID-19 and the rise of virtual care. *J. Amer. Med. Inform. Assoc.* [epub ahead of print], April 2020 htm
- Wright B, Fraher E, Holder MG, Akiyama J, Toomey B. Will community health centers survive COVID-19? *J Rural Health* [epub ahead of print], May 2020 https://doi.org/10.1007/j.mc/htm
- Xie B, Charness N, Fingerman K, et al. When going digital becomes a necessity: ensuring older adults' needs for information, services, and social inclusion during COVID-19. *J. Aging Soc. Policy* [epub ahead of print], June 2020 htm
- Zweig S. Patient-doctor telemedicine: virtual care in the era of COVID-19 and beyond. *Missouri Medicine 117(3):* 175-177, 2020 htm

--Behavioral health

- Ameis SH, Lai MC, Mulsant BH, Szatmari P. Coping, fostering resilience, and driving care innovation for autistic people and their families during the COVID-19 pandemic and beyond. *Mol. Autism* 11(1):61, 2020 <a href="https://htm.ncbi.nl
- American Psychological Association Services, Inc.. Answers to practicing psychologists' latest questions about providing telehealth services. APA Services, Inc., April 2020 https://htm.nc.nih.gov/htm
- American Psychological Association. Connecting with children and adolescents via telehealth during COVID-19. APA, April 2, 2020 htm
- American Psychological Association. Office and technology checklist for telepsychological services. APA, 2020 pdf
- American Psychological Association. Telehealth guidance by state during COVID-19. APA website, May 2020 htm
- American Psychological Association. Telepsychology and telehealth. APA website, 2020 htm
- American Society of Addiction Medicine. COVID-19 Supporting access to telehealth for addiction services: Regulatory overview and general practice considerations. ASAM , March 25, 2020 https://doi.org/10.1007/j.com/htm
- Association of Social Work Boards. Regulatory provisions for social work emergency responders and COVID-19 policy actions. ASWB, April 6, 2020 xls
- Association of State and Provincial Psychology Boards. Temporary/Telepsychological Practice and COVID-19. ASPPB, April, 2020 pdf
- Balcombe L, De Leo D. Commentary: An integrated blueprint for digital mental health services amidst COVID-19. *JMIR Ment. Health* [epub ahead of print], July 2020 https://htm.nih.gov/htm

- Barsom EZ, Feenstra TM, Bemelman WA, Bonjer JH, Schijven MP. Coping with COVID-19: scaling up virtual care to standard practice. *Nat. Med. 26(5):*632-634, 2020 htm
- Benecke AV, Bäuerle A, Jansen C, et al. Techniques, methods, and dissemination of community-based psychological support strategies in times of the COVID-19 pandemic. *J. Prim. Care Community Health* 11:2150132720943328, 2020 htm
- Bergman D, Bethell C, Gombojav N, Hassink S, Stange KC. Physical distancing with social connectedness. *Ann. Fam. Med.* 18(3):272-277, 2020 https://doi.org/10.1007/jhtm
- Blanchard L. Behavioral health and substance use disorder: telehealth implementation and practice considerations—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 https://htm.northeast-Mid-Atlantic Virtual Telehealth <a href="https://htm.northeast-Mid-At
- Burgess C, Miller C, Franz A, et al. Practical lessons learned for assessing and treating bipolar disorder via telehealth modalities during the COVID-19 pandemic. *Bipolar Disord*. [epub ahead of print], June 2020 htm
- Burgoyne N, Cohn AS. Lessons from the transition to relational teletherapy during COVID-19. *Fam Process*. [epub ahead of print], July 2020 <a href="https://htm.ncbi.nlm.ncbi
- Carlson JL, Goldstein R. Using the electronic health record to conduct adolescent telehealth visits in the time of COVID-19. *J. Adolesc. Health* [epub ahead of print], June 2020 pdf
- Carr D, Boerner K, Moorman S. Bereavement in the time of coronavirus: unprecedented challenges demand novel interventions. *J. Aging Soc. Policy* 32(4-5):425-431, 2020 htm MA
- Chenneville T, Schwartz-Mette R. Ethical considerations for psychologists in the time of COVID-19. *Amer. Psychol.* 75(5):644-654, 2020 htm
- Clary L, Wang C, Byrne ME, Monaghan M. COVID-19 pandemic-related practices and policies affecting the continuity of behavioral health care among children with diabetes. *Transl. Behav. Med.* [epub ahead of print], July 2020 htm
- Cox DJ, Plavnick JB, Brodhead MT. A proposed process for risk mitigation during the COVID-19 pandemic. *Behav. Anal. Pract.* [epub ahead of print], April 2020 https://doi.org/10.100/jhtm
- Crowley D, Delargy I. A national model of remote care for assessing and providing opioid agonist treatment during the COVID-19 pandemic: a report. *Harm Reduct. J. 17(1):*49, 2020 htm
- Datta N, Derenne J, Sanders M, Lock JD. Telehealth transition in a comprehensive care unit for eating disorders: Challenges and long-term benefits. *Int. J. Eat. Disord.* [epub ahead of print], July 2020 PubMed
- Donovan M. Tele behaviorial counseling programs in rural high schools—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 <a href="https://htm.ncbi.nlm.ncbi
- Drapkin M. Let's look for the silver lining: using evidence-based practices for remote telehealth--webinar recording. Great Lakes Mental Health Technology Transfer Center, May 13, 2020 htm
- Eccleston C, Blyth FM, Dear BF, et al. Managing patients with chronic pain during the Covid-19 outbreak: considerations for the rapid introduction of remotely supported (e-health) pain management services. *Pain* [epub ahead of print], April 2020 <a href="https://doi.org/10.1001/journal.org/10.1001/journa
- Emezue C. Digital or digitally delivered responses to domestic and intimate partner violence during COVID-19. *JMIR Public Health Surveill.* 6(3):e19831, 2020 <a href="https://htm.ncbi.nlm.n
- Falicov C, Niño A, D'Urso MS. Expanding possibilities: flexibility and solidarity with under resourced immigrant families during the COVID-19 pandemic. *Fam. Process* [epub ahead of print], July 2020 pdf
- Fegert JM, Vitiello B, Plener PL, Clemens V. Challenges and burden of the Coronavirus 2019 (COVID-19) pandemic for child and adolescent mental health: a narrative review to highlight clinical and research needs in the acute phase and the long return to normality. *Child Adolesc. Psychiatry Ment. Health 14:*20, 2020 <a href="https://doi.org/10.1001/jhtm.needs
- Felker B, Avery M, Towle C, et al. Supporting WA State behavioral health providers to optimize telehealth in response to COVID-19: 1) Telehealth nuts & bolts; 2) Telehealth: Myths and facts you need to know; 3) Telehealth billing & reimbursement; 4) Introduction to digital health: getting started and safety planning; 5) Creating a clinical workflow for telehealth; 6) Telehealth and substance use disorders; 7) CFR Part 2 and HIPAA; 8) Telemedicine with children & adolescents. Northwest Mental Health Technology Transfer Center and Behavioral Health Training, Workforce and Policy Innovation Center, April-May 2020 https://doi.org/10.1007/jhtm
- Gould CE, Hantke NC. Promoting technology and virtual visits to improve older adult mental health in the face of COVID-19. *Amer. J. Geriatr. Psychiatry* 28(8):889-890, 2020 https://htmlercolorgraphs.org/linearing/beauty-28/8):889-890, 2020 https://htmlercolorgraphs.org/linearing-28/8):889-890, 2020 https://htmlercolo
- Gurwitch RH, Salem H, Nelson MM, Comer JS. Leveraging parent-child interaction therapy and telehealth capacities to address the unique needs of young children during the COVID-19 public health crisis. *Psychol. Trauma* [epub ahead of print], June 2020 <a href="https://htm.ncbi.nlm.
- Hamilton HM, Abelard GP. Telehealth integration in an undergraduate and graduate nursing curricula—webinar recording and slides—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 htm

- Harris M, Johnson S, Mackin S, Saitz R, Walley AY, Taylor JL. Low barrier tele-buprenorphine in the time of COVID-19: a case report. J. Addict. Med. 14(4):e136-e138, 2020 htm
- Hser YI, Mooney LJ. Integrating telemedicine for medication treatment for opioid use disorder in rural primary care: beyond the COVID pandemic. *J. Rural Health* [epub ahead of print], June 2020 pdf
- Jain N, Jayaram M. Letter to the editor in response to the article- "Digital mental health and COVID-19: using technology today to accelerate the curve on access and quality tomorrow". *JMIR Ment. Health* [epub ahead of print], July 2020 pdf
- Khatri UG, Perrone J. Opioid Use Disorder and COVID-19: crashing of the crises. *J. Addict. Med.* [epub ahead of print]. May 2020 PubMed
- Kopelovich SL, Monroe-DeVita M, Buck BE, et al. Community mental health care delivery during the COVID-19 pandemic: practical strategies for improving care for people with serious mental illness. *Community Ment. Health J.* [epub ahead of print], June 2020 <a href="https://doi.org/10.1001/journal.org/10.1
- Kroll J, Martinez RG, van Dyk IS. COVID 19 tips: building rapport with adults via telehealth. ResearchGate, April 2020 htm
- Lau J, Knudsen J, Jackson H, et al. Staying connected in the COVID-19 pandemic: telehealth at the largest safety-net system in the United States. *Health Affairs* [epub ahead of print], June 2020 <a href="https://htm.ncbi.nlm.nc
- Lerman AF, Ozinal FR. Telemental health laws: overview. Epstein Becker Green, LLC, 2020 Introduction: httm; App: httm;
- Marra DE, Hamlet KM, Bauer RM, Bowers D. Validity of teleneuropsychology for older adults in response to COVID-19: A systematic and critical review. *Clin. Neuropsychol.* [epub ahead of print], June 2020 htm
- Matheson BE, Bohon C, Lock J. Family-based treatment via videoconference: Clinical recommendations for treatment providers during COVID-19 and beyond. *Int. J. Eat. Disord.* [epub ahead of print], June 2020 <a href="https://html.ncbi.nlm
- McGrath J. ADHD and Covid-19: current roadblocks and future opportunities. *Irish J. Psychol. Med.* [epub before print], May 2020 pdf
- Mehrotra A, Chernew M, Linetsky D, Hatch H, Cutler D. The impact of the COVID-19 pandemic on outpatient visits: a rebound emerges. The Commonwealth Fund, May 19, 2020 htm
- Moring JC, Dondanville KA, Fina BA, et al. Cognitive processing therapy for posttraumatic stress disorder via telehealth: practical considerations during the COVID-19 pandemic. *J. Trauma Stress* [epub ahead of print], May 2020 htm
- Narzisi A. Phase 2 and later of COVID-19 lockdown: is it possible to perform remote diagnosis and intervention for autism spectrum disorder? an online- mediated approach. *J. Clin. Med.* 9(6):E1850, 2020 htm
- National Association of Social Workers. Telehealth. NASW website, March 2020 htm
- Northeast Telehealth Resource Center. Roadmap and Toolkit for Implementing Primary Care and Behavioral Telehealth Services during the COVID-19 Pandemic. NETRC, April 2020 pdf
- Northeast Telehealth Resource Center. Best Practices in Telemental Health. NETRC, April 2020 pdf
- Office EE, Rodenstein MS, Merchant TS, Pendergrast TR, Lindquist LA. Reducing social isolation of seniors during COVID-19 through medical student telephone contact. *J. Amer. Med. Dir. Assoc. 21(7):*948-950, 2020 htm
- Ostrowski J. Telemental/behavioral Health 101—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 httm
- Ostrowski J. Telemental/behavioral Health 201—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 <a href="https://doi.org/10.1007/journal.org/10.1007/j
- Pacific Southwest Mental Health Technology Transfer Center. Virtual Learning Guide--supporting those who use virtual platforms to support the mental health and school mental health workforce. Pacific Southwest MHTTC, April 1, 2020 https://doi.org/10.1007/jhtm
- Perrin PB, Rybarczyk BD, Pierce BS, et al. Rapid telepsychology deployment during the COVID-19 pandemic: A special issue commentary and lessons from primary care psychology training. *J. Clin. Psychol.* [epub ahead of print], May 2020 htm VA
- Plimpton R, Rabinowitz T. Online Discussion Series 2 -Telehealth 101 & A provider's perspective on telemental health—webinar recording. New England Mental Health Technology Transfer Center, March 10, 2020 video slides
- Policastro-Smith C. Providing telehealth services and instruction to students and clients with a focus on those with developmental disabilities and on the autism spectrum—webinar recording. Northeast & Caribbean Mental Health Technology Transfer Center, May 13, 2020 video slides
- Ramtekkar U, Bridge J, Thomas G, et al. Pediatric telebehavioral health: a transformational shift in care delivery in the era of COVID-19. *JMIR Ment. Health* [epub ahead of print], June 2020 htm
- Reay RE, Looi JC, Keightley P. Telehealth mental health services during COVID-19: summary of evidence and clinical practice. *Australas. Psychiatry* [epub ahead of print], July 2020. htm
- Richardson J, Ingoglia C. Best practices for telehealth during COVID-19 public health emergency. National Council for Behavioral Health, March 23, 2020 pdf

- Sahebi B. Clinical supervision of couple and family therapy during COVID-19. Fam. Process [epub ahead of print], July 2020 pdf
- Samuels EA, Clark SA, Wunsch C, et al. Innovation during COVID-19: improving addiction treatment access. *J. Addict. Med.* [epub ahead of print]. May 2020 PubMed
- Shura RD, Brearly TW, Tupler LA, et al. Telehealth in response to the COVID-19 pandemic in rural veteran and military beneficiaries. *J. Rural Health* [epub ahead of print], May 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- Society of Clinical Psychology. COVID-19 resources for clinical psychologists. American Psychological Association website htm
- South Southwest Mental Health Technology Transfer Center. Cultural and linguistic responsiveness in telehealth. MHTTC, April 15, 2020 <a href="https://htm.ncbi.nlm.n
- Southeast Mental Health Technology Transfer Center. Telepsychiatry during COVID-19. Southeast MHTTN, April 9, 2020 https://doi.org/10.1016/j.ncm
- Stanley B, Jobes D, Whiteside U. Treating suicidal patients during COVID-19: best practices and telehealth—webinar recording. Suicide Prevention Resource Center, April 14, 2020 htm slides
- Tahan HM. Essential case management practices amidst the Novel Coronavirus Disease 2019 (COVID-19) crisis: Part 1: Tele-case management, surge capacity, discharge planning, and transitions of care. *Prof. Case Manag.* [epub ahead of print], May 2020 https://doi.org/10.1007/jhtm
- Taylor CB, Fitzsimmons-Craft EE, Graham AK, et al. Digital technology can revolutionize mental health services delivery: the COVID-19 crisis as a catalyst for change *Int. J. Eat. Dis.* [epub ahead of print], May 2020 PubMed
- Temorshuizen JD, Watson HJ, Thornton LM, et al. Early impact of COVID-19 on individuals with eating disorders: a survey of ~1000 individuals in the United States and the Netherlands. *medRxiv* [preprint] May, 2020 htm
- Torous J, Jän Myrick K, Rauseo-Ricupero N, Firth J. Digital mental health and COVID-19: Using technology today to accelerate the curve on access and quality tomorrow. *JMIR Ment. Health* 7(3):e18848, 2020 htm
- Torous J, Jän Myrick K, Rauseo-Ricupero N, Firth J. Digital mental health and COVID-19: Using technology today to accelerate the curve on access and quality tomorrow. *JMIR Ment. Health 7*(3):e18848, 2020 htm
- Torous J, Wykes T. Opportunities from the Coronavirus Disease 2019 pandemic for transforming psychiatric care with telehealth. *JAMA Psychiatry* [epub ahead of print], May 2020 <a href="https://htm.ncbi.nlm.ncb
- Uscher-Pines L, Sousa J, Raja P, et al. Suddenly becoming a "virtual doctor": Experiences of psychiatrists transitioning to telemedicine during the COVID-19 pandemic. *Psychiat. Serv.* [epub ahead of print], May 2020 pdf
- van Dyk IS, Kroll J, Martinez RG, Emerson ND, Bursch B. COVID 19 tips: building rapport with youth via telehealth. ResearchGate, March 2020 https://doi.org/10.1016/j.jeps.2020.0016
- Viswanathan R, Myers MF, Fanous AH. Support groups and individual mental health care via video conferencing for frontline clinicians during the COVID-19 pandemic. *Psychosomatics* 23:S0033-3182(20)30200-0, 2020 htm
- Wade B. Psychotherapy in the age of coronavirus: a reflection on collective discomfort. *Psychiatr. Serv.* [epub ahead of print], May 2020 htm
- Wade B. Psychotherapy in the age of coronavirus: a reflection on collective discomfort. *Psychiatr. Serv.* [epub ahead of print], May 2020 htm
- Whaibeh E, Mahmoud H, Naal H. Telemental health in the context of a pandemic: the COVID-19 experience. *Curr. Treat. Options Psychiatry* [epub ahead of print], April 2020 <a href="https://htm.ncbi.nlm
- Wright AJ, Mihura JL, Pade H, McCord DM. Guidance on psychological tele-assessment during the COVID-19 crisis. American Psychological Services, Inc, May 1, 2020 htm
- Wright JH, Caudill R. Remote treatment delivery in response to the COVID-19 pandemic. *Psychother. Psychosom.* [epub ahead of print], March 2020 htm
- Wright MS. COVID-19 Telehealth Primer. Telebehavioral Health Institute, April 6, 2020 htm
- Ye J. Pediatric mental and behavioral health in the period of quarantine and social distancing (COVID-19). *JMIR Pediatr. Parent.* [epub ahead of print], June 2020 pdf
- Zubatsky M, Berg-Weger M, Morley J. Using telehealth groups to combat loneliness in older adults through COVID-19. *J. Amer. Geriatr. Soc.* [epub ahead of print], May 2020 https://htm.nih.gov/htm.
 - Alavi Z, Haque R, Felzer-Kim IT, et al. Implementing COVID-19 mitigation in the community mental health setting: March 2020 and lessons learned. *Community Ment. Health J.* [epub ahead of print], July 2020 htm

Zhang M, Smith HE. Potential digital tools for psychological symptoms associated with COVID-19. *J. Med. Internet Res.* [epub ahead of print], July 2020 https://htm.nih.gov/htm.

--Dentistry

Glassman P. Using teledentistry to maintain services and contact with patients during the time of COVID-19 physical distancing. California Northstate University College of Dental Medicine. April 5, 2020 pdf

Glassman P, Suter N. Teledentistry & virtual evaluations during COVID-19—webinar recording. American Dental Association, March 31, 2020 <a href="https://htm.ncbi.nlm

Howell S. Patient assessment via synchronous teledentistry. TeleDent, Inc., April 2020 pdf

Maret D, Peters OA, Vaysse F, Vigarios E. Integration of telemedicine into the public health response to COVID-19 must include dentists. *Int. Endod. J.* [epub ahead of print], April 2020 htm

RETURN TO TOPICS

Regulatory Policies

--Changes with pandemic

Academy of Nutrition and Dietetics. Green light to MNT via telehealth for Medicare beneficiaries. AAND, March 17, 2020 htm

American Association of Nurse Practitioners. Coronavirus Disease 2019 (COVID-19) telehealth updates. AANP website, 2020 <a href="https://htm.ncbi.nlm.ncbi.n

American Psychological Association. Telehealth guidance by state during COVID-19. APA website, May 2020 <a href="https://htm.ncbi.nlm.ncbi

American Society of Addiction Medicine. COVID-19 - Supporting access to telehealth for addiction services: Regulatory overview and general practice considerations. ASAM, March 25, 2020 htm

Association of Diabetes Care & Education Specialists. Telehealth & COVID-19: understanding the 1135 waiver from CMS. ADCES website, April 2020 <a href="https://htm.ncbi.nlm.n

Association of Social Work Boards. Regulatory provisions for social work emergency responders and COVID-19 policy actions. ASWB, April 6, 2020 <u>Excel spreadsheet</u>

Association of State and Provincial Psychology Boards. Temporary/Telepsychological Practice and COVID-19. ASPPB, April, 2020 pdf

Center for Connected Health Policy. Barriers & challenges to FQHC use of telehealth for substance use disorder:

An examination of policies affecting FQHCs pre- and during the COVID-19 emergency. CCHP, July 2020 pdf
Center for Connected Health Policy. COVID-19 related state actions. CCHP website, 2020 htm

Center for Connected Health Policy. Telehealth coverage policies in the time of COVID-19 to date. CCHP, 2020 pdf

Centers for Medicare & Medicaid Services. Reducing barriers to using telehealth and remote patient monitoring for pediatric populations under Medicaid: Report to Congress. CMS, May 2020 pdf

Centers for Medicare & Medicaid Services. Risk adjustment FAQ on COVID-19. CMS, April 27, 2020 pdf

Centers for Medicaid & Medicaid Services. COVID-19 emergency declaration blanket waivers for health care providers. CMS, April 21, 2020 pdf

Centers for Medicare & Medicaid Services. CMS flexibilities to fight COVID-19: Rural Health Clinics and Federally Qualified Health Centers. CMS, March 28, 2020 pdf

Centers for Medicare & Medicaid Services. CMS flexibilities to fight COVID-19: Physicians and other clinicians. CMS, March 28, 2020 pdf

Clary L, Wang C, Byrne ME, Monaghan M. COVID-19 pandemic-related practices and policies affecting the continuity of behavioral health care among children with diabetes. *Transl. Behav. Med.* [epub ahead of print], July 2020 https://htm.nih.gov/htm.

Drug Enforcement Administration. Telemedicine—COVID-19 information page. DEA, Dept. of Justice, 2020 <a href="https://htm.ncb.nlm.ncb.

Federation of State Medical Boards. States waiving licensure requirements/renewals in response to COVID-19. FSMB, March 19, 2020 htm

Ferrante TB Goodman RB, Wein EH. COVID-19: CMS issues second round of groundbreaking changes for telehealth - what you need to know. National Law Review, May 3, 2020 <a href="https://htm.ncbi.nlm.ncbi.

Fishpaw M, Zawada S. Telehealth in the pandemic and beyond: The policies that made it possible, and the policies that can expand its potential. Heritage Foundation, July 20, 2020 htm

Health Resources & Services Administration. Policy changes during the COVID-19 Public Health Emergency-telehealth. HRSA, Department of Health and Human Services website, 2020 htm

- Hester DO, O'Brien D. COVID-19 telehealth resource center [liability issues]. The Doctors Company website, March 2020 htm
- Keville J. HRSA addresses federal 340 drug discount program compliance issues affected by COVID-19. Davis Wright Tremaine LLP, March 23, 2020 https://doi.org/10.1007/jhtm
- Krukowski RA, Ross KM. Measuring weight with e-scales in clinical and research settings during the COVID-19 pandemic. *Obesity* [epub ahead of print], April 2020 https://htm.ncbesity.com/htm
- Kwong MW. COVID-19 and services by telephone—webinar slides. Center for Connected Health Policy, April 22, 2020 pdf
- Kwong MJ. Telehealth and COVID-19: DEA and telehealth—webinar. Center for Connected Health Policy, April 2, 2020 video; slides
- Lee NT, Karsten J, Roberts J. Removing regulatory barriers to telehealth before and after COVID-19. Brookings Institute and The John Locke Foundation, May 6, 2020 htm
- Nasca TJ. ACGME response to the coronavirus (COVID-19). Accreditation Council for Graduate Medical Education, March 18, 2020 <a href="https://htm.ncbi.nlm.n
- Nixon Law Group, LLC. Responding to COVID-19: Resources for telehealth and remote patient monitoring. Nixon Law Group website, March 2020 htm
- Office for Civil Rights. HIPAA privacy and Novel Coronavirus. U.S. Department of Health and Human Services, February 2020 pdf; FAQs pdf
- Office for Civil Rights. Notification of enforcement discretion for telehealth remote communications during the COVID-19 nationwide public health emergency. U.S. Department of Health and Human Services, March 23, 2020 htm
- Providers Clinical Support System. Frequently asked questions (and answers!): Treating opioid use disorder via telehealth tips for primary care providers. PCSS, March 2020 doc
- Society of Clinical Psychology. COVID-19 resources for clinical psychologists. American Psychological Association website https://doi.org/10.1007/j.com/
- Sodhi M. Telehealth policies impacting Federally Qualified Health Centers (FQHCs) in face of COVID-19. *J. Rural Health* [epub ahead of print], April 2020 https://htm.nih.gov/htm
- The Joint Commission. Emergency management privileging requirements when providing services via telehealth links during a disaster. Joint Commission website https://doi.org/10.100/joint.com/
- University of Texas Counseling and Mental Health Center. For mental health professionals: State-by-state guide to the rules/laws about telehealth services across state lines. University of Texas at Austin, April 2020 htm
- Watkins S, Neubrander J. Primary-care registered nurse telehealth policy implications. *J. Telemed. Telecare* [epub ahead of print], August 2020 https://doi.org/10.1007/jhtm
- Wright B, Fraher E, Holder MG, Akiyama J, Toomey B. Will community health centers survive COVID-19? *J Rural Health* [epub ahead of print], May 2020 https://doi.org/10.1007/jhm

--Selected baseline policies

- American Medical Association. Established patient relationships and telemedicine. Report of the Council on Medical Service, CMS Report 1-I-19. AMA, December 2019 pdf
- Balestra M. Telehealth and legal implications for nurse practitioners. J. Nurse Practitioners 14(1): 33-39, 2018 pdf
- Becker CD, Dandy K, Gaujean M, Fusaro M, Scurlock C. Legal perspectives on telemedicine part 1: legal and regulatory issues. *Perm. J.* 23: 2019;23. 18-293, 2019 pdf
- Blackman K. Telehealth and licensing interstate providers. National Conference of State Legislatures, *Legisbrief* 24 (25), July 2016 <a href="https://htm.ncbi.nlm.n
- Bureau of Primary Health Care. Telehealth and health center scope of project. Program Assistance Letter- PAL 202001. Department of Health and Human Services, January 27, 2020 pdf
- Center for Clinical Standards and Quality/Survey & Certification Group. Texting of patient information among healthcare providers—Memo to state survey agency directors. Centers for Medicare & Medicaid Service, Dec. 28, 2017 pdf
- Center for Connected Health Policy. State telehealth laws and Medicaid program policies: a comprehensive scan of the 50 states and District of Columbia. CCHP, Fall 2019 https://example.ccm/htm
- Center for Connected Health Policy. Credentialing and privileging. CCHP, 2015 htm
- Daniel H, Sulmasy LS; ACP Health and Public Policy Committee. Policy recommendations to guide the use of telemedicine in primary care settings: An American College of Physicians position paper. *Annals Intern. Med.* 163(10):787-789, 2015 <a href="https://htm.ncbi.nlm.ncbi.
- Drug Enforcement Administration Diversion Control Division. Use of telemedicine while providing medication assisted treatment (MAT). DEA, U.S. Department of Justice, 2018 pdf
- National Association of Social Workers and the Association of Social Work Boards. Standards for technology and social work practice. NASW, 2017 pdf
- National Consortium of Telehealth Resource Centers. HIPAA and telehealth. NCTRC Fact Sheet, May 2018 pdf

RETURN TO TOPICS

Reimbursement Policies

-- Changes with pandemic

- Academy of Nutrition and Dietetics. Green light to MNT via telehealth for Medicare beneficiaries. AAND, March 17, 2020 pdf
- Allen J, Dumm M, Parde S. CMS loosens restrictions on RHC & FQHC telemedicine services COVID-19 updates--webinar slides. BKD CPAs and Advisors, April 10, 2020 pdf
- American Academy of Pediatrics. AAP Guidance: Telehealth payer policy in response to COVID-19. AAP website, April 2020 htm
- American College of Physicians. COVID-19 telehealth coding and billing practice management tips. ACP website, April 2020 htm
- American Dental Association. COVID-19 coding and billing interim guidance. ADA website, April 2020 pdf
 American Diabetes Association. CMS Resources: Telehealth during the COVID-19 national pandemic. ADA
 website, April 2020 htm
- American Medical Association. Special coding advice during COVID-19 public health emergency. AMA, March 2020 pdf
- American Psychological Association. Billing update: Phone only telehealth services for Medicare during COVID-19. APA website, May 2020 <a href="https://htm.ncbi.nlm
- American Psychological Association. Telehealth guidance by state during COVID-19. APA website, May 2020 htm
- America's Health Insurance Plans. Health insurance providers respond to coronavirus (COVID-19). AHIP website, May 2020 <a href="https://htm.ncbi.nl
- Association of Diabetes Care & Education Specialists. Telehealth & COVID-19: Understanding the 1135 waiver from CMS. ADCES website, Apil 2020 <a href="https://htm.ncbi.nlm.nc
- Bosworth A, Ruhter J, Samson LW, et al. Medicare beneficiary use of telehealth visits: Early data from the start of the COVID-19—Issue Brief. Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services, July 28, 2020 htm
- Center for Connected Health Policy. Barriers & challenges to FQHC use of telehealth for substance use disorder: An examination of policies affecting FQHCs pre- and during the COVID-19 emergency. CCHP, July 2020 pdf
- Center for Connected Health Policy. Telehealth coverage policies in the time of COVID-19 to date. CCHP, 2020 pdf
- Center for Connected Health Policy. COVID-19 related state actions. CCHP website, 2020 htm
- Center for Connected Health Policy. Federally Qualified Health Centers & Rural Health Clinics acting as distant site providers in Medicare. CCHP, April 30, 2020 pdf
- Center for Connected Health Policy. Quick glance state telehealth actions in response to COVID-19. CCHP, 2020 pdf
- Center for Consumer Information and Insurance Oversight. FAQs on availability and usage of telehealth services through private health insurance coverage in response to Coronavirus Disease 2019 (COVID-19). Centers for Medicare & Medicaid Services, DHHS, March 24, 2020 pdf
- Centers for Medicaid & Medicaid Services. COVID-19 Frequently asked questions (FAQs) on Medicare Fee-for-Service (FFS) billing. CMS, May 15, 2020 pdf
- Centers for Medicare & Medicaid Services. CMS Medicare coverage and payment of virtual services—webinar recording. CMS, May 8, 2020 htm
- Centers for Medicare & Medicaid Services. COVID-19 frequently asked questions (FAQs) for state Medicaid and Children's Health Insurance Program (CHIP) agencies. CMS, May 5, 2020 pdf
- Centers for Medicare & Medicaid Services. New and expanded flexibilities for rural health clinics (RHCs) and federally qualified health centers (FQHCs) during the COVID-19 public health emergency (PHE). Medicare Learning Network SE20016, April 30, 2020 pdf
- Centers for Medicare & Medicaid Services. Covered telehealth services for PHE for the COVID-19 pandemic. CMS, April 30, 2020 https://doi.org/10.1007/jhm
- Centers for Medicaid & Medicaid Services. Billing for professional telehealth services during the public health emergency. Medicare Learning Network, Special Edition, March 31, 2020 https://htm; Revision, April 3: https://htm; Revision April 3: <a href="https://h
- Centers for Medicaid & Medicaid Services. Rural health care and Medicaid telehealth flexibilities, and guidance regarding Section 1009 of the ...SUPPORT Act entitled Medicaid Substance Use Disorder Treatment via Telehealth. CMS, DHHS, April 2, 2020 pdf
- Centers for Medicare & Medicaid Services. Medicare and Medicaid programs; Policy and regulatory revisions in response to the COVID-19 public health emergency—Interim final rules. CMS, March 31, 2020 (effective March 1) pdf
- Centers for Medicare & Medicaid Services. General Provider Telehealth and Telemedicine Toolkit. CMS, DHHS, March 17, 2020 pdf

- Centers for Medicare & Medicaid Services. Telehealth services. Medicare Learning Network Rural Health Fact Sheet Series, Department of Health and Human Services, March 5, 2020 pdf
- Kwong M. Overview of current federal and state telehealth policy—webinar recording. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 <u>video slides</u>
- Lacktman NM, Wein EH, Ferrante TB. Telehealth: CMS proposes new Medicare changes for 2021. *Health Care Law Today*, August 4, 2020 <a href="https://htm.ncbi.nlm.ncbi
- Lerman AF, Ozinal FR. COVID-19: Telemental health laws update. Epstein Becker Greene LLC, 2020 Introduction: httm; App: https://htm; App:
- Maheu MM. COVID-19 reimbursement for telephone telehealth? Telebehavioral Health Institute Blog, April 7, 2020 htm
- Northeast Telehealth Resource Center. Current commercial payer telehealth policies. NETRC COVID-19 telehealth resources website, 2020 htm
- Northeast Telehealth Resource Center. A provider's guide: Telehealth reimbursement coverage in Maine during COVID-19. NETRC, 2020 pdf
- Northeast Telehealth Resource Center. NETRC Telehealth Implementation Tool Kit: Maine Edition. NETRC, April 2020 htm
- Showalter G. Telehealth before and after COVID-19: Telehealth in original Medicare fee for service. Caravan Health, March 30, 2020 pdf
- Showalter G. HCC capture for telehealth and virtual care management. Caravan Health, Apri 6, 2020 pdf

--Baseline policies

- Center for Connected Health Policy. Billing for telehealth encounters: an introductory guide on fee-for-service. CCHP, January 2020 pdf
- Center for Connected Health Policy. State telehealth laws and Medicaid program policies: a comprehensive scan of the 50 states and District of Columbia. CCHP, Fall 2019 htm
- Centers for Medicare & Medicaid Services. Connected Care Toolkit: Chronic care management resources for health care professionals and communities. CMS, Department of Health and Human Services, 2018 pdf
- Centers for Medicare & Medicaid Services. Chronic Care Management Services. Medicare Learning Network, July 2019 pdf
- Centers for Medicare & Medicaid Services. Frequently asked questions about physician billing for Chronic Care Management Services. CMS, January, 2019 pdf
- Centers for Medicare & Medicaid Services. Medicaid state plan fee-for-service payments for services delivered via telehealth, CMS, 2020 pdf
- Centers for Medicare and Medicaid Services. Communication technology based services and payment for Rural Health Clinic (RHCs) and Federally Qualified Health Centers (FQHCs). *MLN Matters*, January 2019 pdf
- Lachtman NM, Acosta JN, Levine SJ. 50-state survey of telehealth commercial payer statutes. Foley & Lardner LLC. December 2019 pdf
- Lacktman NM, Wein EH. Telehealth: Medicare finalizes new services for 2020 in Physician Fee Schedule. *Health Care Law Today*, November 11, 2019 https://doi.org/10.1001/jhtm
- Lacktman NM. Medicare remote patient monitoring: CMS allows "incident to" billing. *Health Care Law Today*, March 14, 2019 https://doi.org/10.1007/jhtm
- The Joint Commission. Clarification: Use of secure text messaging for patient care orders is not acceptable. Perspectives, December 2016 pdf
- U.S. Department of Health and Human Services. Telemedicine and prescribing buprenorphine for the treatment of opioid use disorder. DHHS, September 2018 pdf

RETURN TO TOPICS

Relevant Pre-COVID Telehealth Guidelines and Best Practices

--Comprehensive guides

- AlDossary S, Armfield NR, Smith AC, Martin-Khan MG. A needs-based planning framework for telemedicine services: a practical guide. Centre of Research Excellence in Telehealth, National Health and Medical Research Council; University of Queensland, Australia 2019 htm
- Association of Diabetes Care & Education Specialists. Perspectives in practice: Understanding telehealth. ADCES website, 2020 htm
- American Telemedicine Association. Operating procedures for pediatric telehealth. ATA, 2017 pdf
- American Telemedicine Association. Practice guidelines for live, on demand primary and urgent care. ATA, Dec. 2014 pdf

- American Telemedicine Association. Core operational guidelines for telehealth services involving provider-patient interactions. ATA, 2014 pdf
- Crossen S, Raymond J, Neinstein AB. Top ten tips for successfully implementing a diabetes telehealth program. *Diabetes Technol. Ther.* [epub ahead of print], March 2020 pdf
- eVisit, Inc. How to successfully adopt telemedicine into your practice. eVisit White Paper, 2017 pdf (requires a free registration)
- Joshi AU, Hollander JE. Why the telemedicine physical is better than you think. Telemedicine Magazine, March 9, 2017 <a href="https://htm.ncbi.nlm.
- Luxton DD. Telehealth implementation guidebook. Washington State Department of Social and Health Services, 2017 pdf
- Mid-Atlantic Telehealth Resource Center. Remote Patient Monitoring Toolkit. MATRC, September 2019 httm.pdf
 National Consortium of Telehealth Resource Centers. Virtual healthcare: What should I know?--Infographic.

 NCTRC. July 2019 pdf
- Rheuban KS. Adopting telemedicine in practice. American Medical Association, 2015 htm
- Saigí F, Torrent-Sellens J, Villalobos J. Framework for the implementation of a telemedicine service. Pan American Health Organization, Sept. 2016 <a href="https://doi.org/10.1007/journal.org/10.1007/journa
- Telligen and the Great Plains Telehealth Resource and Assistance Center. Telehealth start-up and resource guide. GPTrac, October, 2014 https://doi.org/10.1007/j.com/htm

--Specific strategies and tools

- readiness and staffing
- California Telehealth Resource Center. Assessing organizational readiness—is your organization ready for telemedicine?. CTRC. 2009 pdf
- California Telehealth Resource Center. Telemedicine room design program guide. CTRC website--video: https://doi.org/ntm.ncb/htm
 California Telehealth Resource Center. Defining roles and responsibilities: patient site and remote clinician staff. CTRC website--video: https://doi.org/ntb/htm
- DeGaetano N, Shore J. Conducting a telehealth needs assessment. Chapter 2 in PW Tuerk, P Shore (eds.), Clinical Videoconferencing in Telehealth, Springer International, 2015 pdf
- Maryland Health Care Commission. Telehealth readiness assessment tool. MHCC, 2019 pdf
- Ontario Telemedicine Network. Clinical site readiness assessment tool. OTN, 2013 pdf
- Visser JJ, Bloo JK, Grobbe FA, Vollenbroek-Hutten MM. Video teleconsultation service: who is needed to do what, to get it implemented in daily care? *Telemed. eHealth 16(4):*439-445, 2010 htm
- o technical set-up and operations
- American Psychological Association. Office and technology checklist for telepsychological services. APA, 2020 pdf
- American Telemedicine Association. Let there be light: a quick guide to telemedicine lighting. ATA, 2017 <u>pdf</u>
 Bright MD, Inc. The interoperability sandbox: Ensure your virtual care delivery platform plays nicely with your other
 IT systems. Bright MD White Paper, 2019 <u>htm</u> (requires a free registration)
- FCC Disability Advisory Committee. Best practices to promote effective access to and usability of ICT products and services for Americans with cognitive disabilities. Consumer and Governmental Affairs Bureau, Federal Communications Commission, September, 2016 pdf
- Krupinski EA. Telemedicine workplace environments: designing for success. *Healthcare 2:*115-122, 2014 pdf Nassar C, Costello JK, Wolf-Prusan L. Telehealth troubleshooting—webinar recording. Technology Transfer Center, April 28, 2020 video slides
- Ontario Telemedicine Network. eVisit (videoconferencing) lighting recommendations. OTN, 2013 pdf Southwest Telehealth Resource Center. Telehealth site assessment tool. SWTRC, 2014 pdf
- operations checklists
- Bradshaw N. Telemedicine Checklist. Arizona Telemedicine Program, February 2020 htm

Great Plains Telehealth Resource and Assistance Center. Checklist for Initiating Telehealth Services. gpTRAC, 2019 pdf

Lacktman NM. Telehealth Compliance Checklist. Foley & Lardner, LLP, 2015 pdf

Texas Medical Association. Telemedicine Visit Checklist. TMA, 2020 pdf

clinical workflow and protocols

California Telehealth Resource Center. Sample workflows. CTRC, 2017 pdf

California Telehealth Resource Center. Sample clinic telemedicine policies and procedures. CTRC pdf

Hoover, M. Adapting the Annual Wellness Visit to telehealth. Caravan Health, Apri 6, 2020 pdf.

Showalter G. Telehealth physical exam. Caravan Health, April 14, 2020 pdf

Showalter G. Telehealth workflow. Caravan Health, April 16, 2020 pdf

Ontario Telemedicine Network. Instruction guide for completing telemedicine clinical protocols. OTN, 2013 pdf

Ontario Telemedicine Network. Ensuring a high quality videoconference. OTN, 2013 pdf

Ontario Telemedicine Network. Telemedicine consultation - considerations for healthcare providers. OTN, 2015 pdf

Penticoff MD, Devany M. Overview: key issues in specialty consultation telemedicine services. Great Plains Telehealth Resource & Assistance Center, 2015 pdf

o patient guidance and accommodation

Agency for Healthcare Research and Quality. AHRQ's easy-to-understand telehealth consent form. AHRH, April 2020 htm

American Psychological Association. Informed consent checklist for telepsychological services. APA., March 2020 htm

Chaet D, Clearfield R, Sabin JE, et al. Ethical practice in telehealth and telemedicine. *J. Gen. Intern. Med.* 32(10):1136-1140, 2017 htm

Hassen E. ASL interpreters (in person or in video) in medical settings and the law-webinar. Arizona Telemedicine Program and Southeast Telehealth Resource Center, 2018 <u>video slides</u>

Hawaii State Department of Health Genomics Section. What to expect from a telehealth visit—video for patients. Hawaii DOH, March 20, 2020 htm

Health Resources & Services Administration. Telehealth—for patients. HRSA, Department of Health and Human Services, May 2020 httm

Khairat S, Obeid JS. Teleconsent - A new modality for informed consenting. Eur. J. Biomed. Inform. 14(4):63-64, 2018 htm

Marciniak A. Patient instructions for a successful telehealth visit. Caravan Health, March 30, 2020 doc

McConnochie KM. Webside manner: a key to high-quality primary care telemedicine for all. *Telemed. eHealth* 25(11):1007-1011, 2019 htm

Roth D, Zekovic-Roth S, Yasutake M, Richardson M. Telehealth @ Home: A guidebook for people who will receive home-based telehealth services. Mind & Body Works, Inc., 2016 pdf

eConsulting

Blue Path Health. e-Consult Toolkit. BPH, 2019 htm

Institute for High Quality Care. Checklist for eConsult implementation. Blue Shield of California Foundation, 2014 pdf

Knox M, Murphy EJ, Leslie T, Wick R, Tuot DS. e-Consult implementation success: lessons from 5 county-based delivery systems. *Amer. J. Managed Care* 26(1):e21-e27, 2020 <a href="https://htm.ncbi.nlm.n

RETURN TO TOPICS

--mHealth

American Medical Association. Digital Health Implementation Playbook. AMA, 2020 https://example.com/htm (requires a free registration)

AMA Digital Health Research. Physicians' motivations and requirements for adopting digital health: Adoption and attitudinal shifts from 2016 to 2019. AMA, February 2020 pdf

AthenaHealth, Inc. Going mobile: Integrating mobile to enhance patient care and practice efficiency. EHR Intelligence White Paper, 2014 htm

Christie GP, Patrick K, Yach D. Guidelines for personalized health technology: final report. Vitality Institute, March 2016 htm

Edwards-Stewart A, Alexander C, Armstrong CM, Hoyt T, O'Donohue W. Mobile applications for client use: Ethical and legal considerations. *Psychol .Serv.16(2):*281-285, 2019 pdf

- Ho A, Quick O. Leaving patients to their own devices? Smart technology, safety and therapeutic relationships. BMC Med. Ethics. 19(1):18, 2018 htm
- Lund PS. Integration of mobile health applications and devices into practice. Report 6 of the Council on Medical Service (I-16), American Medical Association, 2016 <a href="https://htm.ncbi.nl
- Mid-Atlantic Telehealth Resource Center. Remote Patient Monitoring Toolkit. MATRC, September 2019 httm pdf
 Orton M, Agarwal S, Muhoza P, Vasudevan L, Vu A. Strengthening delivery of health services using digital
 devices. Glob. Health Sci. Pract. 6(Suppl 1):S61-S71, 2018 https://htm.pdf
- The Joint Commission. Clarification: Use of secure text messaging for patient care orders is not acceptable. *Perspectives*, December 2016 <u>pdf</u>
- US Department of Defense and Veterans Administration. Mobile App Clinicians Guide. U.S. DoD and VHA, August 28, 2019 pdf
- US Department of Defense. Mobile Health Practice Guide--Fourth Edition. US DoD, August 14, 2019 <u>pdf</u> Wallis L, Hasselberg M, Barkman C, et al. A roadmap for the implementation of mHealth innovations for image-based diagnostic support in clinical and public-health settings: a focus on front-line health workers and health-system organizations. *Global Health Action 10(sup3)*:1340254, 2017 htm
- World Health Organization. WHO Guideline: recommendations on digital interventions for health system strengthening. WHO, 2019 htm
- Yang WE, Spaulding EM, Lumelsky D, et al. Strategies for the successful implementation of a novel iPhone loaner system (iShare) in mHealth interventions: prospective study. *JMIR mHealth uHealth 7(12)*:e16391, 2019 <a href="https://htm.ncbi.nlm.n

--Behavioral health

- American Psychiatric Association and American Academy of Child and Adolescent Psychiatry. Child & Adolescent Telepsychiatry Toolkit. APA, 2017 https://doi.org/10.1001/j.com/htm
- ATA Telemental Health Guidelines and Standards Working Group. Practice guidelines for videoconferencing-based telemental health. American Telemedicine Association, Oct. 2009 pdf
- ATA Telemental Health Practice Guidelines Work Group. Practice guidelines for video-based online mental health services. American Telemedicine Association, May 2013 pdf
- Chou T, Comer JS, Turvey CL, Karr A, Spargo G. Technological considerations for the delivery of real-time child telemental healthcare. *J. Child Adolesc. Psychopharmacol.* 26(3):192-197, 2016 <a href="https://htm.ncbi.nlm.ncbi.n
- Jones AM, Shealy KM, Reid-Quiñones K, et al. Guidelines for establishing a telemental health program to provide evidence-based therapy for trauma-exposed children and families. *Psychol. Serv.* 11(4):398-409, 2014 <a href="https://htm.ncbi.nlm.nc
- Luxton DD, Pruitt LD, Osenbach JE. Best practices for remote psychological assessment via telehealth technologies. *Prof. Psychol. Res. Practice* 45(1): 27-35, 2014 pdf
- Martinez-Martin N, Kreitmair K. Ethical issues for direct-to-consumer digital psychotherapy apps: addressing accountability, data protection, and consent. *JMIR Ment. Health* 5(2):e32, 2018 htm
- Molfenter T, Brown R, O'Neill A, Kopetsky E, Toy A. Use of telemedicine in addiction treatment: current practices and organizational implementation characteristics. *Int. J. Telemed. Appl. 2018*:3932643, 2018 htm
- Myers K, Nelson EL, Hilty D, Rabinowitz T. Practice guidelines for telemental health with children and adolescents. American Telemedicine Association, March 2017 pdf
- Great Plains Telehealth Resource and Assistance Center. Telehealth quick start: prerequisites, policies, procedures, and practice—webinar slidesets. gpTRAC, March 28-29, 2020 https://doi.org/10.1007/jhtm
- Neufeld J, Ostrowski J, Shore J. How to effectively implement telebehavioral health in primary care- A dialogue with experts. Webinar presentation, SAMHSA-HRSA Center for Integrated Health Solutions, June 15, 2017 pdf video: htm
- Northwest Regional Telehealth Resource Center. Telemental Health Toolkit. NRTRC, 2015 htm
- Page C, Beck AJ, Buche J. Analysis of behavioral telehealth authorization in scopes of practice. Behavioral Health Workforce Development Research Center, University of Michigan, August 2017 pdf
- Palomares RS, Bufka LF, Baker DC. Critical concerns when incorporating telepractice in outpatient settings and private practice. *J. Child Adolesc. Psychopharm.* 26(3):252-259, 2016 htm
- Powell AC, Torous JB, Firth J, Kaufman KR. Generating value with mental health apps. *BJPsych Open 6(2):*e16, 2020 htm
- Roth D, Zekovic-Roth S. Mental health and primary care integration model. Mind & Body Works, Inc., 2016 pdf RTI International, Inc. Using telehealth to identify and manage health and substance use disorder conditions in rural areas. Office of the Assistant Secretary for Planning and Evaluation, September 2017 pdf

- U.S. Department of Health and Human Services Assistant Secretary for Planning and Evaluation Office of Disability, Aging and Long-Term Care Policy. Best practices and barriers to engaging people with substance use disorders in treatment. ASPE, March, 2019 pdf
- U.S. Department of Health and Human Services. Telemedicine and prescribing buprenorphine for the treatment of opioid use disorder. DHHS, September 2018 pdf
- Woo V, Saad A. Geriatric mental health telemedicine clinical protocol. Centre for Addiction and Mental Health and Ontario Telemedicine Network, 2009 pdf

Technology Assessment and Selection

American Medical Association. Selecting a vendor guide. Telehealth Implementation Playbook, Appendix D.1--Evaluating the vendor. AMA, April 2020 pdf

American Telemedicine Association. Resource Center & Buyer's Guide httm

Angelucci A, Aliverti A. Telemonitoring systems for respiratory patients: technological aspects. *Pulmonology 10:* S2531, 2019 htm

Chamberlain JJ, Doyle-Delgado K, Peterson L, Skolnik N. Diabetes technology: review of the 2019 American Diabetes Association standards of medical care in diabetes. *Ann. Intern. Med.* 171(6):415-420. 2019 (requires a free registration)

Consumer Technology Association and American Telemedicine Association. Digital Health Care Directory, CTA website, 2020 htm

Ding XR, Clifton D, Ji N, et al. Wearable sensing and telehealth technology with potential applications in the coronavirus pandemic. *IEEE Rev. Biomed. Eng.* [epub ahead of print], May 2020 https://htm.nih.gov/htm

eVisit, Inc. Definitive guide to purchasing a telemedicine platform. eVisit, October 2017 <a href="https://httm.nc.nlm.nc

lafolla T. 15 questions to ask your telemedicine vendor. eVisit, Inc., 2019 htm

Kvedar J, Coye MJ, Everett W. Connected health: a review of technologies and strategies to improve patient care with telemedicine and telehealth. *Health Affairs* 33(2):194-199, 2014 <a href="https://htm.ncbi.nlm.ncbi.n

McDaniel NL, Novicoff W, Gunnell B, Cattell Gordon D. Comparison of a novel handheld telehealth device with stand-alone examination tools in a clinic setting. *Telemed. eHealth 25(12):*1225-1230, 2019 <a href="https://htm.ncbi.nlm.ncbi.n

MobilDrTech, Inc. Telemedicine stethoscopes: white paper. MobilDrTech, January 2019 pdf

National Telehealth Technology Assessment Resource Center. Telehealth Technology Assessment Toolkits. TTAC, htm

National Telehealth Technology Assessment Resource Center. Video platforms: customer point of view. TTAC.2020 htm

National Telehealth Technology Assessment Resource Center. Toolkit: Clinician's guide to video platforms. TTAC, 2020 htm

Northeast Telehealth Resource Center. Telehealth technologies and preparing to select a vendor. National Organization of State Offices of Rural Health, 2016 <a href="https://pubm.ncbi.nlm.ncbi

Owings-Fonner N. Let's get technical: Comparing the latest telehealth solutions. American Psychological Services Inc., Decmber, 2019 htm

Roth D, Zekovic-Roth S, Yasutake M, Richardson M. Telehealth @ Home: A guidebook for people who will receive home-based telehealth services. Mind & Body Works, Inc., 2016 pdf

Siwicki B. A guide to telehealth vendors in the age of COVID-19. Healthcare IT News, March 30, 2020 <a href="https://htm.ncbi.nlm

Telebehavioral Health Institute. Video teleconferencing companies claiming HIPAA "compliance," compatibility or offering "Business Associate" agreements, 2020 htm

Texas Medical Association. Telemedicine vendor evaluation tool. TMA, 2019 pdf

Texas Medical Association. Telemedicine vendor options. TMA, 2019 pdf

Wiklund E. Picking the right telehealth platform for a small or solo practice. mHealth Intelligence Featured Resource, April 2018 htm

RETURN TO TOPICS

Online Telehealth Training

--COVID era set

- American College of Physicians. Telemedicine: A practical guide for incorporation into your practice. ACP, March 2020 htm
- American Telemedicine Association. ATA COVID Response Webinar Series. ATA website, 2020 <a href="https://htm.ncbi.nlm.nc
- Felker B, Avery M, Towle C, et al. Supporting WA State behavioral health providers to optimize telehealth in response to COVID-19: 1) Telehealth nuts & bolts; 2) Telehealth: Myths and facts you need to know; 3) Telehealth billing & reimbursement; 4) Introduction to digital health: getting started and safety planning; 5) Creating a clinical workflow for telehealth; 6) Telehealth and substance use disorders; 7) CFR Part 2 and HIPAA; 8) Telemedicine with children & adolescents. Northwest Mental Health Technology Transfer Center and Behavioral Health Training, Workforce and Policy Innovation Center, April-May 2020 https://doi.org/10.1007/jhtm
- Glassman P, Suter N. Teledentistry & virtual evaluations during COVID-19—webinar recording. American Dental Association, March 31, 2020 htm
- Great Plains Telehealth Resource and Assistance Center. Telehealth quick start: prerequisites, policies, procedures, and practice—webinar slidesets. gpTRAC, March 28-29, 2020 htm
- Hawaii State Department of Health Genomics Section. Telehealth best practices--video. Hawaii DOH, March 19, 2020 htm
- Kwong M. Overview of current federal and state telehealth policy—webinar recording and slides. Northeast-Mid-Atlantic Virtual Telehealth Conference, June 19-July 17, 2020 <a href="https://htm.ncbi.nlm
- National Consortium of Telehealth Resource Centers. Telehealth and COVID-19. NCTRC Webinar, March 19, 2020 Slides; Recording
- Northeast Telehealth Resource Center. Clinical Telehealth Training Webliography. NETRC, August 2020 pdf

--Pre-COVID era

Bankman J, Jacobson N, Lynch K, et al. Incorporating technology into clinical practice-online course. APA Office of Continuing Education in Psychology https://htm.ncbers/htm.ncbers/

National Consortium of Telehealth Resource Centers: Webinar compilation, 2011-2020 htm

Neufeld J, Ostrowski J, Shore J. How to effectively implement telebehavioral health in primary care- A dialogue with experts. Webinar presentation, SAMHSA-HRSA Center for Integrated Health Solutions, June 15, 2017 slides:pdf video: htm

Northeast Telehealth Resource Center. Clinical Telehealth Training Webliography. NETRC, July 2020 pdf
Northwest Regional Telehealth Resource Center. Telemental Health Toolkit-video series. NRTRC, 2015 https://ht

Roth DE. Telemedicine: How to do it right!—webinar. National Consortium of Telemedicine Resource Centers, April 2019 htm

Schwartz K. Remote monitoring & chronic care management: a community health center model of care. Webinar presentation, Northwest Regional Telehealth Resource Center, April 2018 <a href="https://doi.org/10.1007/jhtm.

Telebehavioral Health Institute. Individual courses <a href="https://doi.org/10.10/1

Thomas Jefferson University. Telemedicine: Conducting an Effective Physical Exam. htm

<u>RETURN TO TOPICS</u>

Business Planning and Sustainability

Center for Connected Health Policy. Community health centers and telehealth: A cost analysis report & recommendations. CCHP, July, 2015 pdf

Chiron Health. Telemedicine revenue calculator. Chriron Health, Inc., httm//>httm///httm//httm/httm//httm//httm//httm//httm//httm//httm//httm//httm//httm//httm//httm//httm//htt

Frost & Sullivan, Inc. Improving home health care: How mobile technology can boost outcomes, profits, and compliance. White paper, 2015 pdf

Hay JW, Lee PJ, Jin H, et al. Cost-effectiveness of a technology-facilitated depression care management adoption model in safety-net primary care patients with type 2 diabetes. *Value Health 21(5):*561-568, 2018 <a href="https://htm.ncbi.nlm.ncbi

Kimble C. Business models for e-health: Evidence from ten case studies. *Global Bus. Org. Excellence 34 (4):*18-30, 2015 https://doi.org/10.108/journal.org/

- Milaster C. Your telehealth business plan: Don't leave your clinic without it—Webinar slides. Ingenium Telehealth, Inc., 2015 pdf
- National Consortium of Telehealth Resource Centers. Funding sources for telehealth. NCTRC Fact Sheet, November, 2019 pdf
- National Consortium of Telehealth Resource Centers. 15 key steps for creating a business proposal to implement telemedicine. NCTRC Fact Sheet, June 2018 pdf
- Pereira F. Business models for telehealth in the US: analyses and insights. *Smart Homecare Tech. TeleHealth* 4:13-29, 2017 htm
- Powell AC, Torous JB, Firth J, Kaufman KR. Generating value with mental health apps. *BJPsych Open 6(2):*e16, 2020 htm
- Rossiter L, Austin W, Gammon J. Telebehavioral health: The ROI for long-term care. Healthcare Financial Management Association, Feb. 2018 htm
- Sterling R, LeRouge C. On-demand telemedicine as a disruptive health technology: qualitative study exploring emerging business models and strategies among early adopter organizations in the United States. *J. Med. Internet Res.* 21(11):e14304, 2019 <a href="https://htm.ncb.nlm.
- Wiklund E. What will happen with telehealth when the emergency is over? mHealth Intelligence, March 23, 2020 httm

Reviews and Model Programs

--Primary care

- American Lung Association. Telehealth as a vehicle for tobacco cessation. ALA, September 2018 pdf
 Bashshur RL, Howell JD, Krupinski EA, Harms KM, Bashshur N, Doarn CR. The empirical foundations of telemedicine interventions in primary care. *Telemed. e-Health* 22(5):342-375, 2016 <a href="https://htm.ncbi.nlm.ncbi
- Canadian Agency for Drugs and Technologies in Health. Telehealth delivery of nutritional counselling for the management of chronic diseases that require dietary changes: clinical effectiveness and evidence-based guidelines. CADTH Rapid Response Reports, June 2015 htm
- Center for Connected Health Policy. Federally Qualified Health Center (FQHC) Research Catalogue. CCHP, August 2018 pdf
- Community Preventive Services Task Force. Health information technology: comprehensive telehealth to improve diet among patients with chronic diseases. Centers for Disease Control and Prevention, 2017 pdf
- Flodgren G, Rachas A, Farmer AJ, Inzitari M, Shepperd S. Interactive telemedicine: Effects on professional practice and health care outcomes. *Cochrane Database Syst Rev. 9*:CD002098, 2015 htm
- Joshi AU, Hollander JE. Why the telemedicine physical is better than you think. Telemedicine Magazine, March 9, 2017 htm
- Kelly JT, Reidlinger DP, Hoffmann TC, Campbell KL. Telehealth methods to deliver dietary interventions in adults with chronic disease: a systematic review and meta-analysis. *Amer. J. Clin. Nutr.* 104(6):1693, 2016 htm.
- Koivunen M, Saranto K. Nursing professionals' experiences of the facilitators and barriers to the use of telehealth applications: a systematic review of qualitative studies. *Scand. J. Caring Sci.* 32(1):24-44, 2018 pdf
- Mold F, Hendy J, Lai YL, de Lusignan S. Electronic consultation in primary care between providers and patients: systematic review. *JMIR Med. Inform.* 74: e13042, 2019 htm
- National Association of Community Health Centers. Telehealth and health centers. NACHC, April 2018 <u>pdf</u> Orlando JF, Beard M, Kumar S. Systematic review of patient and caregivers' satisfaction with telehealth videoconferencing as a mode of service delivery in managing patients' health. *PLoS One 14(8)*:e0221848, 2019 htm
- Petersen CL, Weeks WB, Norin O, Weinstein JN. Development and implementation of a person-centered, technology-enhanced care model for managing chronic conditions: cohort study. *JMIR mHealth uHealth* 7(3):e11082, 2019 htm
- Polinski JM, Barker T, Gagliano N, Sussman A, Brennan TA, Shrank WH. Patients' satisfaction with and preference for telehealth visits. *J. Gen. Intern. Med.* 31(3):269-275, 2016 htm
- Powell RE, Henstenburg JM, Cooper G, Hollander JE, Rising KL. Patient perceptions of telehealth primary care video visits. *Annals Fam. Med.15(3):*225-229, 2017 <a href="https://htm.ncbi.nlm.n

- Powell RE, Stone D, Hollander JE. Patient and health system experience with implementation of an enterprise-wide telehealth scheduled video visit program: mixed-methods study. *JMIR Med. Inform.* 6(1):e10, 2018 <a href="https://html.ncbi.nlm.ncbi
- Reed ME, Huang J, Graetz I, Lee C, Muelly E, Kennedy C, Kim E. Patient characteristics associated with choosing a telemedicine visit vs office visit with the same primary care clinicians. *JAMA Netw. Open* 3(6):e205873, 2020 https://htm.nih.gov/htm
- Speyer R, Denman D, Wilkes-Gillan S, et al. Effects of telehealth by allied health professionals and nurses in rural and remote areas: A systematic review and meta-analysis. *J.Rehabil. Med. 50*: 225–235, 2018 <a href="https://htm.nurses.nu
- Tchero H, Kangambega P, Briatte C, et al. Clinical effectiveness of telemedicine in diabetes mellitus: a metaanalysis of 42 randomized controlled trials. *Telemed. e-Health 25(7):*569-583, 2019 htm
- Totten AM, Hansen RN, Wagner J, et al. Telehealth for acute and chronic care consultations. Comparative Effectiveness Review No. 216, Agency for Healthcare Research and Quality; April 2019 pdf
- Uscher-Pines L, Bouskill K, Sousa J, Shen M, Fischer SH. Experiences of Medicaid programs and health centers in implementing telehealth. RAND Corp., March 2019 <u>pdf</u>
- Welch G, Balder A, Zagarins S. Telehealth program for type 2 diabetes: usability, satisfaction, and clinical usefulness in an urban community health center. *Telemed. eHealth 21(5)*:395-403, 2015 <a href="https://htm.ncb.number.ncb
- Wu C, Wu Z, Yang L, et al. Evaluation of the clinical outcomes of telehealth for managing diabetes: A PRISMA-compliant meta-analysis. *Medicine* 97(43):e12962, 2018 htm
- Zhang K, Liu WL, Locatis C, Ackerman M. Mobile videoconferencing apps for telemedicine. *Telemed. e-Health 22(1):* 56-62, 2016 <a href="https://htm.ncbi.nlm

--Home based care

- Agnisarman S, Narasimha S, Chalil Madathil K, et al. Toward a more usable home-based video telemedicine system: a heuristic evaluation of the clinician user interfaces of home-based video telemedicine systems. *JMIR Hum. Factors* 24;4(2):e11, 2017 pdf
- Almathami HKY, Win KT, Vlahu-Gjorgievska E. Barriers and facilitators that influence telemedicine-based, real-time, online consultation at patients' homes: systematic literature review. *J. Med. Internet Res. 22(2)*:e16407, 2020 htm
- Chi NC, Demiris G. The roles of telehealth tools in supporting family caregivers: current evidence, opportunities, and limitations. *J. Gerontol. Nurs.* 43(2):3-5, 2017 <a href="https://htm.ncbi.nlm.nc
- Fletcher TL, Hogan JB, Keegan F, et al. Recent advances in delivering mental health treatment via video to home. *Curr Psychiatry Rep. 20(8):*56, 2018 httm
- Hickson R, Talbert J, Thornbury WC, Perin NR, Goodin AJ. Online medical care: The current state of "eVisits" in acute primary care delivery. *Telemed. e-Health* 21(2):90-96, 2015 https://htm.ncbern/htm.
- Keeling DI. Homecare user needs from the perspective of the patient and carers: a review. *Smart Homecare Tech. TeleHealth* 2:63-76, 2014 <a href="https://htm.ncbi.nlm.ncbi.n
- Martinez KA, Rood M, Jhangiani N, et al. Patterns of use and correlates of patient satisfaction with a large nationwide direct to consumer telemedicine service. *J. Gen. Intern. Med.* 33(10):1768-1773. 2018 <a href="https://html.ncbi.nlm
- Narasimha S, Agnisarman S, Madathil KC, et al. An investigation of the usability issues of home-based video telemedicine systems with geriatric patients. *Proc. Human Factors Ergonomics Soc. 60(1):* 1804-1808, 2016 pdf
- Shi Z, Mehrotra A, Gidengil CA, et al. Quality of care for acute respiratory infections during direct-to-consumer telemedicine visits for adults. *Health Affairs* 37(12):2014-2023, 2018 htm
- Slightam C, Gregory AJ, Hu J, et al. Patient perceptions of video visits using Veterans Affairs telehealth tablets: survey study. *J. Med. Internet Res.* 22(4):e15682, 2020 https://htm
- Taylor A, Morris G, Pech J, Rechter S, Carati C, Kidd MR. Home telehealth video conferencing: perceptions and performance. *JMIR mHealth uHealth.* 3(3):e90, 2015 pdf
- Uscher-Pines L, Huskamp HA, Mehrotra A. Treating patients with opioid use disorder in their homes: an emerging treatment model. *JAMA* [epub ahead of print], May 2020 https://htm.nc.nih.gov/htm
- Uscher-Pines L, Fischer S, Tong I, et al. Virtual first responders: the role of direct-to-consumer telemedicine in caring for people impacted by natural disasters. *J. Gen. Intern. Med.* 33(8):1242-1244, 2018 <a href="https://html.ncbi.nlm.ncbi.n
- Uscher-Pines L, Mulcahy A, Cowling D, et al. Antibiotic prescribing for acute respiratory infections in direct-to-consumer telemedicine visits. *JAMA Intern. Med.* 175(7):1234-1235, 2015 <a href="https://htm.ncbi.nlm.nc
- Uscher-Pines L, Mulcahy A, Cowling D, Hunter G, Burns R. Access and quality of care in direct-to-consumer telemedicine. *Telemed. eHealth* 22(4):282-287, 2016 <a href="https://htm.ncber.
- Welch BM, Harvey J, O'Connell NS, McElligott JT. Patient preferences for direct-to-consumer telemedicine services: a nationwide survey. *BMC Health Serv. Res.* 17(1):784, 2017 <a href="https://htm.ncbi.nlm.ncbi

RETURN TO TOPICS

--mHealth in primary care

- Armitage LC, Kassavou A, Sutton S. Do mobile device apps designed to support medication adherence demonstrate efficacy? A systematic review of randomised controlled trials, with meta-analysis. *BMJ Open* 10(1):e032045, 2020 htm
- Byambasuren O, Sanders S, Beller E, Glasziou P. Prescribable mHealth apps identified from an overview of systematic reviews. *NPJ Digital Med: 1(12):* 12, 2018 pdf
- Chi NC, Demiris G. A systematic review of telehealth tools and interventions to support family caregivers. *J. Telemed. Telecare 21(1):*37-44, 2015 htm
- Chongmelaxme B, Huey Lee SW, Dhippayom T, et al. The effects of telemedicine on asthma control and patients' quality of life in adults: a systematic review and meta-analysis. *J. Allergy Clin. Immunol. Pract.* 7(1):199-216.e11. 2019 htm
- Dinh-Le C, Chuang R, Chokshi S, Mann D. Wearable health technology and electronic health record integration: scoping review and future directions. *JMIR mHealth uHealth 7(9)*:e12861, 2019 <a href="https://htm.ncbi.nlm.n
- Hanlon H, Daines L, Campbell C, et al. Telehealth interventions to support self-management of long-term conditions: a systematic metareview of diabetes, heart failure, asthma, chronic obstructive pulmonary disease, and cancer. *J. Med. Internet Res* 19(5):e172, 2017 htm">httm
- Jacob C, Sanchez-Vazquez A, Ivory C. Social, organizational, and technological factors impacting clinicians' adoption of mobile health tools: systematic literature review. *JMIR mHealth uHealth 8(2)*:e15935, 2020 htm
- Kew KM, Cates CJ. Home telemonitoring and remote feedback between clinic visits for asthma. *Cochrane Database Syst. Rev 8:* CD011714, 2016 pdf
- Knox L, Dunning M, Davies CA, et al. Safety, feasibility, and effectiveness of virtual pulmonary rehabilitation in the real world. *Int. J. Chron. Obstruct. Pulmon. Dis.* 14:775-780, 2019 htm
- Kruse C, Pesek B, Anderson M, Brennan K, Comfort H. Telemonitoring to manage chronic obstructive pulmonary disease: systematic literature review. *JMIR Med. Inform.* 7(1):e11496, 2019 htm
- Kruse CS, Soma M, Pulluri D, Nemali NT, Brooks M. The effectiveness of telemedicine in the management of chronic heart disease a systematic review. *JRSM Open 8*(3):2054270416681747, 2017 <a href="https://htm.nemaiori.nlm.ne
- Lee JA, Choi M, Lee SA, Jiang N. Effective behavioral intervention strategies using mobile health applications for chronic disease management: a systematic review. *BMC Med Inform Decis Making 18(1):*12, 2018 <a href="https://htm.ncbi.nl
- Lee PA, Greenfield G, Pappas Y. The impact of telehealth remote patient monitoring on glycemic control in type 2 diabetes: a systematic review and meta-analysis of systematic reviews of randomised controlled trials. *BMC Health Serv. Res.* 18(1):495, 2018 <a href="https://htm.ncb.nlm.n
- Lee SWH, Chan CKY, Chua SS, Chaiyakunapruk N. Comparative effectiveness of telemedicine strategies on type 2 diabetes management: A systematic review and network meta-analysis. *Sci. Rep. 7(1):*12680, 2017 <a href="https://htm.ncbi.nlm.n
- Llorens-Vernet P, Miró J. Standards for mobile health-related apps: systematic review and development of a quide. *JMIR mHealth uHealth 8(3)*:e13057, 2020 htm
- Mileski M, Kruse CS, Catalani J, Haderer T. Adopting telemedicine for the self-management of hypertension: systematic review. *JMIR Med Inform.* 5(4):e41, 2017 htm
- Narasimha S, Madathil KC, Agnisarman S, et al. Designing telemedicine systems for geriatric patients: a review of the usability studies. *Telemed. eHealth* 23(6):459-472, 2017 htm
- Pywell J, Vijaykumar S, Dodd A, Coventry L. Barriers to older adults' uptake of mobile-based mental health interventions. *Digit. Health* 6:2055207620905422, 2020 htm
- Shaw G, Whelan ME, Armitage LC, Roberts N, Farmer AJ. Are COPD self-management mobile applications effective? A systematic review and meta-analysis. *NPJ Prim. Care Respir. Med.* 30(1):11, 2020 https://htm.ncbirchen.com/htm.
- Tabi K, Randhawa AS, Choi F, et al. Mobile apps for medication management: review and analysis. *JMIR mHealth uHealth* 7(9):13608, 2019 https://htm.number.new.org/htm
- Veazie S, Bourne D, Peterson K, Anderson J. Evidence brief: Video telehealth for primary care and mental health services. Department of Veterans Affairs, February 2019 https://doi.org/10.1007/jhtm.near.1007/jhtm.near.1007/jhtm
- Wang Y, Min J, Khuri J, et al. Effectiveness of mobile health interventions on diabetes and obesity treatment and management: systematic review of systematic reviews. *JMIR mHealth uHealth 8(4)*:e15400, 2020 <a href="https://html.nealth.nea
- Watterson JL, Walsh J, Madeka I. Using mHealth to improve usage of antenatal care, postnatal care, and immunization: a systematic review of the literature. *Biomed. Res. Int. 2015*:153402, 2015 <a href="https://htm.ncb.nlm
- Zhou L, Parmanto B. Reaching people with disabilities in underserved areas through digital interventions: systematic review. *J. Med. Internet Res.* 21(10):e12981, 2019 <a href="https://htm.ncb.nlm.

RETURN TO TOPICS

--Behavioral health

- Aboujaoude E, Gega L, Parish MB, Hilty DM. Digital interventions in mental health: Current status and future directions. *Frontiers Psychiatry 11:*111, 2020 htm
- Barnett JE, Kolmes K. Avoiding a disconnect with telemental health. Monitor on Psychology, May 2016 pdf

- Bashshur RL, Shannon GW, Bashshur N, Yellowlees PM. The empirical evidence for telemedicine interventions in mental disorders. *Telemed. eHealth 21(5):* 321-354, 2015 <a href="https://htm.ncbi.nlm.ncbi
- Berryhill MB, Halli-Tierney A, Culmer N, et al. Videoconferencing psychological therapy and anxiety: a systematic review. Fam. Pract. 36(1):53-63, 2019 pdf
- Bush NE, Armstrong CM, Hoyt TV. Smartphone apps for psychological health: A brief state of the science review. *Psychol. Serv.* 16(2):188-195, 2019 pdf
- Clay RA. How to make the most of telepsychology and steer clear of common pitfalls. *Monitor on Psychology*, May 2017 pdf
- Ferreri F, Bourla A, Mouchabac S, Karila L. e-Addictology: An overview of new technologies for assessing and intervening in addictive behaviors. *Front. Psychiatry 9*: 51, 2018 pdf
- Fletcher TL, Hogan JB, Keegan F, et al. Recent advances in delivering mental health treatment via video to home. *Curr Psychiatry Rep. 20(8):*56, 2018 <a href="https://htm.ncbi.nlm.n
- Fortney JC, Veith RC, Bauer AM, et al. Developing telemental health partnerships between state medical schools and federally qualified health centers: navigating the regulatory landscape and policy recommendations.

 J.Rural Health [epub before print]. October 2018 htm
- Hilty DM, Gentry MT, McKean AJ, et al. Telehealth for rural diverse populations: telebehavioral and cultural competencies, clinical outcomes and administrative approaches. *mHealth* 6:20, 2020 htm
- Kazemi DM, Borsari B, Levine MJ, Li S, Lamberson KA, Matta LA. A systematic review of the mHealth interventions to prevent alcohol and substance abuse. *J. Health Commun.* 22(5):413-432, 2017 <a href="https://html.ncbi.nlm.ncbi.
- Kemp J, Zhang T, Inglis F, et al. Delivery of compassionate mental health care in a digital technology-driven age: scoping review. *J. Med. Internet Res.* 22(3):e16263, 2020 <a href="https://htm.ncbi.nlm.ncbi.n
- Kruse CS, Lee K, Watson JB, et al. Measures of effectiveness, efficiency, and quality of telemedicine in the management of alcohol abuse, addiction, and rehabilitation: systematic review. *J. Med. Internet Res.* 22(1):e13252, 2020 htm
- Lannin DG, Scott NA. Best practices for an online world. Monitor on Psychology, February 2014 pdf
- Lau N, O'Daffer A, Colt S, et al. Science or snake oil: systematic search of iPhone and Android mobile apps for psychosocial wellness and stress management. *JMIR mHealth uHealth* [epub ahead of print], May 2020 <a href="https://html.ncbi.nlm.ncb
- Luxton DD, Sirotin AP, Mishkind MC. Safety of telemental healthcare delivered to clinically unsupervised settings: a systematic review. *Telemed. eHealth 16:*705–711, 2010 <a href="https://html.ncbi.nlm.ncbi.nl
- Martinez-Martin N, Kreitmair K. Ethical issues for direct-to-consumer digital psychotherapy apps: addressing accountability, data protection, and consent. *JMIR Ment. Health* 5(2):e32, 2018 htm
- Miralles I, Granell C, Díaz-Sanahuja L, et al. Smartphone apps for the treatment of mental disorders: systematic review. *JMIR mHealth uHealth 8(4):*e14897, 2020 <a href="https://htm.ncbi.nlm.
- Molfenter T, Boyle M, Holloway D, Zwick J. Trends in telemedicine use for addiction treatment. *Telemed. Med. Today 2(4)*, 2017 pdf
- Nair U, Armfield NR, Chatfield MD, Edirippulige S. The effectiveness of telemedicine interventions to address maternal depression: A systematic review and meta-analysis. *J. Telemed. Telecare* 24(10):639, 2018 <a href="https://html.ncbi.nlm.ncbi.
- Office of the Assistant Secretary for Planning and Evaluation. Using telehealth to identify and manage health and substance use disorder conditions in rural areas. ASPE, U.S. Department of Health and Human Services, Sept. 2017 pdf
- Palylyk-Colwell E, Argáez C. Telehealth for the assessment and treatment of depression, post-traumatic stress disorder, and anxiety: clinical evidence. Can. Agency for Drugs and Technologies in Health; April 2018 <a href="https://html.ncbi.nlm.nc
- Steinkamp JM, Goldblatt N, Borodovsky JT, et al. Technological interventions for medication adherence in adult mental health and substance use disorders: a systematic review. *JMIR Ment. Health* 6(3):e12493, 2019 htm
- Substance Abuse and Mental Health Services Administration. Rural behavioral health: Telehealth challenges and opportunities—In Brief. SAMHSA, 2016 <u>pdf</u>
- Tofighi B, Abrantes A, Stein MD. The role of technology-based interventions for substance use disorders in primary care: a review of the literature. *Med. Clin. North Amer.* 102(4):715-731, 2018 <a href="https://htm.north.
- Tuerk PW, Keller SM, Acierno R. Treatment for anxiety and depression via clinical videoconferencing: evidence base and barriers to expanded access in practice. *Focus* 16(4):363-369, 2018 <a href="https://htm.ncbi.nlm.n
- Veazie S, Bourne D, Peterson K, Anderson J. Evidence brief: Video telehealth for primary care and mental health services. Department of Veterans Affairs, February 2019 https://doi.org/10.1007/jhtm.near.1007/
- Yang YT, Weintraub E, Haffajee RL Telemedicine's role in addressing the opioid epidemic. *Mayo Clin. Proc.* 93(9):1177-1180, 2018 pdf
- Zheng W, Nickasch M, Lander L, et al. Treatment outcome comparison between telepsychiatry and face-to-face buprenorphine medication-assisted treatment for opioid use disorder: a 2-year retrospective data analysis. *J. Addict. Med.* 11(2): 138–144., 2017 pdf

--eConsulting

- Anderson D, Villagra V, Coman EN, et al. A cost-effectiveness analysis of cardiology eConsults for Medicaid patients. *Amer. J. Managed Care 24(1):*e9-e16, 2018 <a href="https://htm.ncbi.nlm.n
- Davis A, Gilchrist V, Grumbach K, et al. Advancing the primary/specialty care interface through eConsults and enhanced referrals. *Annals Fam. Med.* 13(4):387-388, 2015 <a href="https://htm.ncbi.nlm.nc
- Deldar K, Bahaadinbeigy K, Tara SM. Teleconsultation and clinical decision making: a systematic review. *Acta Inform. Med.* 24(4):286-292, 2016 <a href="https://htm.ncbi.nlm.
- Emerson H, Brantley E, Schrag J. Increasing access to specialty care through collaboration: eReferral and eConsult—Issue Brief. The National Partnership for the Health Care Safety Net, June 2016 pdf
- Gleason N, Prasad PA, Ackerman S, et al. Adoption and impact of an eConsult system in a fee-for-service setting. Healthcare 5(1–2): 40-45, 2017 <a href="https://htm.ncbi.nlm
- Lee MS, Ray KN, Mehrotra A, et al. Primary care practitioners' perceptions of electronic consult systems: a qualitative analysis. *JAMA Intern. Med.* 178(6):782-789, 2018 htm
- Mold F, Hendy J, Lai YL, de Lusignan S. Electronic consultation in primary care between providers and patients: systematic review. *JMIR Med. Inform.* 74: e13042, 2019 htm
- McQuillen DP, Schmitt SK. Declare the past, diagnose the present, foretell the future: electronic consultations in infectious disease practice. *Clin. Infect. Dis. 64(8):*1126-1128, 2017 htm
- Murthy R, Rose G, Liddy C, Afkham A, Keely E. eConsultations to infectious disease specialists: questions asked and impact on primary care providers' behavior. *Open Forum Infect. Dis. 4(2):*ofx030, 2017 <a href="https://htm.ncbi.nlm.ncb
- Osman MA, Schick-Makaroff K, et al. Barriers and facilitators for implementation of electronic consultations (eConsult) to enhance access to specialist care: a scoping review. *BMJ Glob Health* 4(5):e001629, 2019 htm
- Strymish J, Gupte G, Afable MK, et al. Electronic consultations (E-consults): advancing infectious disease care in a large Veterans Affairs healthcare system. *Clin. Infect. Dis. 64(8)*:1123-1125, 2017 htm
- Tande AJ, Berbari EF, Ramar P, et al. Association of a remotely offered infectious diseases eConsult service with improved clinical outcomes. *Open Forum Infect. Dis.* 7(1):ofaa003, 2020 htm
- Tuot DS, Leeds K, Murphy EJ, Sarkar U, Lyles CR, Mekonnen T, Chen AH. Facilitators and barriers to implementing electronic referral and/or consultation systems: a qualitative study of 16 health organizations. BMC Health Serv. Res. 15(1):568, 2015 <a href="https://htm.ncbi.nlm.ncbi
- Vimalananda VG, Gupte G, Seraj SM, et al. Electronic consultations (e-consults) to improve access to specialty care: A systematic review and narrative synthesis. *J. Telemed. Telecare* 21(6): 323-330, 2015 <a href="https://htm.ncbi.nlm.n

Northeast Telehealth Resource Center is a partnership of Medical Care Development Public Health with the University of Vermont Medical Center. Funded by Grant G22RH30352 from the Office for the Advancement of Telehealth, Health Resources and Services Administration, DHHS.