Key Administrative Components

- Participation
- Write-Ups
- Case Facilitation/Critique
- Final Project

Case Write-Up

Purpose:

To provide a written “think piece” that demonstrates deep analysis and thought of your team.

What needs to be covered:

- Identify one or two problems or opportunities described in the case
- Analyze why the problem or opportunity exist
- What advice would you give to solve the problem/advantage
- Identify what are the trade-offs of your own advice
Online Care Personal Edition, allows consumers to see physicians on demand using video, text chat or telephone.
Players of Online Care

- **Yellow Hat**
  - Patients

- **Green Hat**
  - Physicians

- **Purple**
  - Health Plan Providers
Value for Patients with Online Care

<table>
<thead>
<tr>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents</td>
<td>After hours/weekends</td>
</tr>
<tr>
<td></td>
<td>Potential emergencies</td>
</tr>
<tr>
<td>Age based:</td>
<td>- Ongoing basis</td>
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<tr>
<td>- Elderly</td>
<td>- Time constrained; as issues arise</td>
</tr>
<tr>
<td>- Mid-life</td>
<td>- Initial advice of potential emergencies</td>
</tr>
<tr>
<td>- Young</td>
<td></td>
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<tr>
<td>Individuals with limited access:</td>
<td>- Second opinion or specialty care</td>
</tr>
<tr>
<td>- Live in “rural areas”</td>
<td>- Medical issues when traveling</td>
</tr>
<tr>
<td>- Tourists</td>
<td>- Initial care for non-emergencies</td>
</tr>
<tr>
<td>- Mobility constrained</td>
<td></td>
</tr>
<tr>
<td>Chronic patients</td>
<td>Routine issues / follow-ups</td>
</tr>
<tr>
<td>Uninsured</td>
<td>Any non-emergencies</td>
</tr>
</tbody>
</table>

Physicians that are more likely to join

- Freshly minted doctors
- Retired physicians
- Doctors not fully utilized
Benefits for HICs

- Cost savings
- Revenue generation
- Competitive standing
- Image building

American Well Model for Connecting Players in Online Care

- Health Insurers
  - One-time ($3-5)
  - Annual ($1-2)
- Employers
  - Member co-pay ($15-20)
  - Non-member Fee ($45)
- Physicians
  - Per transaction ($5)
- Patients
  - Online care “Marketplace”
- American Wells
  - $25

- American Wells
  - Online care “Marketplace”
Online Care Team Edition

Online Care Team Edition, allows providers to deliver coordinated care, using tools for provider-to-provider collaboration and the creation of online medical homes.
Epilogue

Today AW is selling the Personal and Team Editions as well as branching out to new markets:

- TE rolled out by BCBS of Hawaii
- Contracts with new HICs (Optum & Wellpoint)
- Partnered with Tuft U. to treat victims in Haiti
- Agreement with Rite Aid pharmacies
THE PRIMARY OBJECTIVES OF
THE AMERICAN WELL CASE STUDY WERE:

1. Understand the barriers to adoption of an innovation from the point of view of all players involved

2. Analyze business opportunities that build on a new concept

3. And do so in the context of an industry that is changing drastically today: healthcare

Homework due next session

• Prepare: The Five Competitive Forces…
• Read: Team Project Guidelines
References


