Virtual Care Market Landscape

February 2022
Virtual-first and legacy primary care converging

COVID + demand for telehealth driving landgrab for digital + physical assets

- **Competitive advantage** Aiming to disrupt/displace legacy primary care
- **Accountability** Taking risk (for primary care or total cost) requires controlling more of care continuum
- **Meeting client need** Physical locations key to securing employer contracts
- **Defensive Strategy** Getting displaced by providers with virtual options
- **Rising Demand** COVID increased need for reliable virtual care
- **Future Positioning** Coverage and reimbursement policy backing increased role for telehealth

Historically limited to urgent care; today’s virtual care companies offers full-spectrum primary care.
Comprehensiveness creates opportunity to test virtual-first accountable care

Top contenders could be full-service accountable care solution, integrating across assets and modalities

**Accountable Care Ecosystem**

**Virtual Front Door**
- Virtual-first care options
- 24/7 access by app or text
- Connected to PCP

**Advanced Primary Care**
- Person-centered
- Team-based
- Coordinated
- Multimodal
- Accountable for cost and outcomes

**Historical scope of virtual care companies**

**Expanded scope of top contenders**

**High-value specialists**
- Selected for performance on outcomes and cost
- Bidirectional communication with PCP

**Point solutions**
- Tools for acute and chronic condition management
- Referred by PCP
- Communicate progress back to PCP
Virtual care companies increasingly full-spectrum

Assets both up and down intensity spectrum

**Synchronous Care**
- Live video visits
- Accessible via app or platform

**Asynchronous**
- Text-based communication
- Messaging via portal

**Specialty integration**
- Managed referrals
- Provider-provider e-consults
- 3-way consults (specialist + PCP)

**AI/algorithmic**
- AI-based communication
- Self-guided (e.g. symptom checker)

**Navigation**
- Resource navigation (e.g. to point solutions)
- Clinical navigation

**Utilization Management**
- Centers of Excellence
- Consumer-facing incentives to drive care decisions

Top companies have assets or relationships across all categories
Among full-stack companies, some differentiators emerging:

- **Technology**
  Design and integration

- **Accountability**
  Experience with risk

- **Clinical Team**
  Scope of clinician network; employed vs. contracted

- **Care Model**
  Team structure and approach (longitudinal vs. urgent care)

- **Physical Assets**
  Virtual only vs. hybrid model with bricks-and-mortar locations

- **Chronic Care Management**
  Specialist & point solution integration (including behavioral health)

- **Carrier Integration**
  Network alignment; data exchange