



# 2018

## PREDICTIONS

**Teladoc is optimistic about the advancement of virtual healthcare delivery that serves the broadest array of healthcare needs. Read our eight predictions for 2018.**

### **1. Telehealth grows up. And it's powerful.**

**Ignore the naysayers: healthcare transformation is indeed occurring.**

**As Teladoc, the founder of telehealth, celebrated its 15th birthday in 2017, a new chapter was entered: the advent of the comprehensive virtual care delivery system. Advancing from an acute care focus, this new paradigm makes high-quality virtual care delivery available for a broad range of health needs. Virtual care delivery challenges the status quo, offering an entirely new way to improve outcomes and contain costs – with a convenient experience for consumers and physicians alike.**

*“The key to transforming healthcare is to make access to quality care convenient and easy. Virtual health uses technology, analytics, and convenience to empower patients and overcome major barriers to care.”*

Real transformation in healthcare is being fueled by virtual care delivery, which is changing the way patients access and experience quality care. Virtual care tangibly improves healthcare by overcoming a host of barriers to quality care ranging from geography and long waits to inconvenience and integration.

So, how is virtual health doing for healthcare what was once considered unlikely or maybe even impossible? Virtual health has evolved from a sparse specialty offering into a robust, easily accessible and comprehensive engine that changes the healthcare paradigm from just reactive and infrequent traditional care to the addition of proactive and convenient virtual options. Today, virtual health delivery includes expansive clinical services ranging from expert second opinions for the most complicated medical conditions to the use of AI and predictive analytics to proactively identify patients in need of intervention. These innovative breakthroughs are now making high-quality medical interactions available via mobile apps, web, video, telephone, and even wearable technologies. Rather than an isolated medical opinion or treatment option, these virtual offerings are integrated into the current healthcare ecosystem and provide access to the highest rated physicians.

Teladoc, the undisputed leader in virtual health, is equipped to use the latest in virtual health delivery to address the full-spectrum of health needs through convenient access and a high-quality experience. From a child's fever or flu to an abnormal mole or rash; from depression and anxiety to heart disease; inclusive of cancer and more than 450 medical specialties, Teladoc is transforming care today by delivering care decisions virtually for the widest range of conditions, through one central resource. This is true transformation, changing the status quo for healthcare delivery to create a new and better way.

This comes at a time when consumers are already primed for continued adoption of virtual health delivery, as long as you meet them where they are, when they want it. Over half of Americans have researched symptoms, diagnoses and treatment options online. 62% of Americans have searched online for information about prescription drugs. 60% of U.S. broadband households are interested in remote care. More than a quarter plan to use live video to receive medical care and 42% of millennials say they have already used synchronous video telemedicine. The need for greater empowerment and control of health decisions, as well as the desire to go above and beyond a traditional clinical visit, help to propel this phenomenon.

The Teladoc app has been downloaded more than 1 million times in 2017, and according to Fortune Magazine, it was one of the fastest growing personal health apps in 2016. Recently, Teladoc completed more than 8,000 virtual health visits in a single day; more than 1,000 visits in the busiest hour. To put this into perspective, the country's five largest hospital emergency departments combined do fewer than 3,000 visits a day.

When patients have regular and convenient access to high-quality medical care and advice, the result is better health outcomes. Virtual health is already transforming healthcare by bringing real solutions to how and when millions of people can access care in a patient-centric and convenient way that prioritizes high quality.

## 2. Payers raise expectations, unlocking the full value of virtual healthcare delivery.

**Consumers and purchasers of healthcare are looking for a better way. As employers, health plans, and health systems face escalating pressures for cost containment, access, and member satisfaction, organizations should look to their telehealth provider to deliver solutions that tackle these needs head-on. Significant advancements**

**in technology, analytics and care delivery offer unprecedented value that can be derived from virtual care delivery systems in the form of financial savings, engagement and satisfaction, and improved health outcomes.**

*“In the realm of virtual care delivery, we are seeing digital technology, patient-centered care and tools for the delivery of population health management converging, and enabling us to produce tangible value for stakeholders.”*

When looking at providing value in healthcare, there are many examples to point to especially in the world of virtual care delivery. Here's a look at three unique value propositions that health plans and organizations covet:

- 1. Financial savings** – When members with acute or complex cases have access to virtual diagnostic services, care management, and treatment support, there is a profoundly positive impact on costs, as the gaps in care are dramatically closed and care is used appropriately. In fact, virtual care delivery is already a consistent driver of financial savings. T-Mobile, America's fastest growing wireless carrier, worked with Teladoc to help bring virtual care delivery to its employees and the results were significant. By redirecting care from emergency rooms and office/urgent care settings, Teladoc helped T-Mobile save \$1,785,000 in 12 months. Combine that with \$368,000 in productivity savings, and T-Mobile saved \$2,153,000 in one year. Beyond the financial value, 96% of T-Mobile employees rated the experience with Teladoc as "excellent" or "good" and 99% said they would use Teladoc again.

CareFirst BlueCross BlueShield, the Mid-Atlantic's largest health insurer, implemented a successful Patient-Centered Medical Home (PCMH) program. Although the organization could identify many members with high-cost claims, effectively engaging members receiving costly, misguided care proved to be more difficult. By seamlessly integrating the Best Doctors expert second opinion services into their existing care management pathways, CareFirst was able to identify its most complex cases, ensure accurate diagnoses and treatment, and realize considerable savings. Prior to implementing the Best Doctors services, high-impact cases accounted for 76% of CareFirst's hospital admissions. Through the implementation of Best Doctors service, CareFirst

mitigated the financial risk of the highly difficult cases and realized an ROI of roughly 2:1. To date, Best Doctors has conducted more than 1,500 CareFirst case reviews, with all cases staying in-network, more than 83% of members following the expert's recommendation and 95% of members who received a Complex Case Consult said they would refer a friend or family. "By making Best Doctors an integral, collaborative part of our care review process on high-cost, high complexity cases," stated Chet Burrell, CEO CareFirst BlueCross BlueShield, "we are addressing and in many cases, minimizing adverse consequences while improving quality care for our members."

## 2. Increased member engagement and satisfaction –

A growing number of business leaders rank employee engagement as a top priority — and challenge — for their organizations. Less than one-third of U.S. employees are actively engaged in their jobs, and even fewer regularly participate in the programs and benefits offered to improve their health and healthcare experience. This is another area where organizations will demand more from payers — expecting them to "make good" on their promise to deliver value by improving outcomes for members and by reducing "friction" for their employees to access services at lower costs to the employers. Virtual care delivery provides a unique opportunity to change the paradigm of health delivery from limited access and higher costs to increased access and lower costs. With just a 5% utilization of a telehealth benefit, redirection from facility-based care to telehealth care offers a 2:1 savings.

- ## 3. Improved health outcomes –
- Telehealth is already evolving from providing care access for just episodic ailments to a full suite of medical conditions including chronic and complex health issues. With a central access point to a full continuum of care needs — and the top-rated physicians — members can trust that they will get high-quality care and expertise, that is not stand-alone, but incorporated within the existing health system. This means that existing records are reviewed, and expert diagnoses and results are rapidly shared with a patient's primary care physician and treating specialists. With co-morbidities found in 29% of virtual care cases, the need is pressing for this integrated care, and telehealth possesses the unique ability to fill the gaps. Expert second opinions, treatment decision support, and pathology reviews are just a few of the expanded virtual services that dramatically improve outcomes. In many instances, members who received a Best Doctors expert second opinion realize improved health outcomes through the appropriate use of care — in some instances, 37% surgical avoidance—which translates into dramatic value for organizations.

While virtual care delivery already provides significant value, it can realize even greater value by evolving from acute/episodic care to addressing chronic care and high-impact, costly health issues. Teladoc, with the addition of Best Doctors, can do just that. From everyday issues to the most costly and complex conditions, virtual care delivery combined with data/analytics and an engaging consumer experience addresses the full spectrum of care, creating a unified, patient-centric way to add value for the most forward-thinking health systems, health plans, employers, and members.

## 3. Utilization takes center stage as digital health adoption approaches mainstream.

**From fitness trackers, to smart thermometers and virtual assistants, the prevalence of digital health among consumers has reached an inflection point.**

**As consumers' comfort with digital health gives way to reliance on these tools, telehealth will fill the care gap with access to quality care, wherever and whenever they need it.**

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Digital health has reached an inflection point. From fitness trackers to smart toothbrushes and sleep tracking pillows, consumers are increasingly comfortable — and even reliant — upon digital health tools. Telehealth is a natural complement, offering consumers access to quality care, wherever and whenever they need it.

Digital health technology continues to become more prevalent. As 90% of adults under the age of 65 have smartphones today, consumers are leveraging personal devices and remote services to take control of their healthcare journey at an increasing rate, embracing digital health in their everyday lives. In fact, research shows that two-thirds of Americans either have or are open to using mobile health apps to manage their health. At Teladoc, we're seeing the affinity of our mobile app grow, with almost one-third of our requested doctor visits now occurring through our mobile app.

This digital trend translates to growing adoption of telehealth solutions. As digital health provides an experience that is perfectly aligned with consumers' lifestyle and their expectations of 24/7 availability, the right telehealth is offering

an experience that can provide an impactful role in empowering individuals to make smarter decisions for a broad array of healthcare needs – from treating a child’s fever symptoms to mental health issues to solving dermatological conditions, to offering expert second opinions. As the convenience of telehealth will also be met with growing levels of sophisticated, on-demand technology offerings, expect increases in utilization by consumers. Employers and health plans will also prioritize boosting consumer awareness, one of the final barriers to adoption of telehealth, as meaningful financial savings can be derived from even modest improvements to utilization rates.

In 2018, behavior change will continue, and thus telehealth will grow. With the unrivaled value of telehealth becoming more apparent across the continuum of care and consumer utilization on the rise, consumer behavior is shifting as they seek medical care. And every positive care outcome further ingrains the value of telehealth, raises awareness and consideration and finally, boosts utilization.

Many studies and real-world programs assert that telehealth is cost effective when applied appropriately. For example, one study found Medicare could save an average of \$151,000 per nursing home annually by expanding telehealth to more nursing home patients. The VHA calculated that telehealth produced an average annual per-patient savings of \$6,500 across all patient populations.

As risk-sharing models and value-based reimbursement become more prevalent, hospitals and health systems need to find ways to reduce costs without compromising quality. The majority of clinicians are already working at capacity; asking these clinicians to care for more patients in the same amount of time isn’t sustainable. Therefore, a key factor in reducing costs is reducing non-value added time and overhead while increasing efficiencies through technologies such as telehealth.

If applied correctly, telehealth can get patients to the right level of care rather than the most expensive, thus reducing costs while enhancing value. Telehealth can be an invaluable tool as payers and government programs require providers to prove value with metrics.

## 4. Virtual healthcare delivery tackles the largest cost drivers. Finally.

**Diagnosing and treating chronic conditions and complex cases consumes roughly 84% of healthcare dollars in the U.S. alone. Through a powerful combination of analytics to pinpoint care needs, cognitive computing**

**to ensure accuracy, and a single point of convenient access to leading specialists across the globe, virtual care delivery provides an innovative tool to address the escalating impact of chronic conditions and complex cases.**

*“By combining widespread access with innovation, virtual care delivery represents a bold way to identify, diagnose, and treat the highest cost drivers in healthcare.”*

Chronic conditions and medically-complex cases affect more people worldwide than ever before. As the frequency of co-morbidities reaches epic proportions, with more than 190 million Americans having at least one chronic condition, and more than 30 million having three or more, the projections are growing at an alarming rate. In fact, the number of people living with multiple chronic illnesses is expected to double by 2050. Individuals with chronic diseases and complex care needs utilize roughly 84% of U.S. healthcare dollars.

As a result, overburdened health systems, health plans, and employers are turning to virtual health as a solution to combat the high-cost drivers of chronic and complex cases.

How will it work? Virtual care delivery will combine predictive analytics to identify complex cases with rapid access to the world’s leading physicians in over 450 specialties of medicine and cognitive computing to ensure every option is carefully considered when determining a course of action. Using these key differentiators, Teladoc and Best Doctors have the ability to transcend the major barriers that have forced costs to skyrocket for chronic and complex cases. With a proprietary database of over 100,000 cases, Best Doctors has designed algorithms that could seamlessly decipher healthcare data to convert findings into action, and target the right member at the right time to get a second opinion from a world-renowned physician. In recent months, Best Doctors made headlines by combining the cognitive computing genius of IBM Watson with the human knowledge of over 50,000 of the world’s leading physicians. Best Doctors brings the largest expert database and case volume in the industry, with expert analysis of hundreds of thousands of cases over the past 28 years. Watson Health brings the cutting edge cognitive tool that meticulously mines this data for precious information that can be used to provide evidence-based recommendations that can transform health outcomes. Together they provide an opportunity for healthcare that has never been attempted at such a profound level. The personalized care approach can even match individual patients with clinical trials. It’s far from just an expert opinion. It’s a highly personalized expert opinion, fueled by the world’s most powerful

cognitive computing process. It represents another way that virtual care delivery can combat the highest cost drivers in healthcare.

With virtual care delivery, patients are given 24/7 access to high-quality care that costs less than alternatives. A Teladoc visit saves \$150 over a typical PCP visit and \$2,500 over a non-urgent ER visit. When Best Doctors has its world renowned experts review a case, the average cost savings is \$36,000 per case. In 2018, with the use of AI and a single point of access to global medical experts, more and more Americans will get trusted advice and improved outcomes.

For too long, health systems have addressed the highest cost drivers in healthcare by spending more money on traditional methods to treat more patients. Virtual care delivery through Teladoc offers an opportunity to combat the key factors that drive costs for chronic and complex conditions.

In addition, chronic conditions and complex cases also drive costs associated with preventable medical errors. Preventable medical errors and their subsequent care requirements are estimated to cost the U.S. between \$17 billion and \$29 billion each year. Second opinions have been cited as a top solution for reducing diagnostic error, but less than 30% of Americans actually get one. An expert second opinion from Best Doctors produced measurable differences including a change in treatment in 78% of cases, and an alteration or clarification of a diagnosis in 42% of cases. This system now results in the correction of two misdiagnoses and four treatment plans every hour. By removing the main barriers to accessing a second opinion, virtual care delivery has the power to alter the unnecessary physical, financial, and emotional toll of misdiagnoses and medical errors.

Beyond the crippling financial impact, chronic and complex conditions also add stress to health systems where accessing care can be a challenge. The U.S. faces a shortage of physicians, predicted to be up to 90,000 by 2025. Primary care physicians will account for as much as one-third of that shortage, meaning the doctor you likely interact with most often is also becoming much more difficult to see. Lack of access is already creating challenges for patients: one study reports an average wait of 24 days for an appointment with a doctor. Virtual care delivery offers a high-quality solution to this issue by providing convenient access at a single point to the world's best physicians, artificial intelligence, and predictive analytics.

## 5. Mental health is part of the conversation. Organizations take action.

**Mental health issues are costing American companies an estimated \$23 billion per year in absenteeism. The**

**good news: influencers from sports figures to royalty are speaking up, reducing stigmas — and those in need are increasingly open to asking for help. Today's organizations are now recognizing that more substantial behavioral health solutions can vastly improve their workplace health. With continued advances in the virtual delivery of behavioral healthcare, they are increasingly looking to companies like Teladoc to meet those needs. Access to care has never been better.**

*“With the Teladoc integrated app, individuals can seek answers that cover their total health concerns and receive guidance toward options that are available to them.”*

The stigma is fading: employers today are realizing now more than ever that mental health is a real health issue that needs focus and care just like physical health. A growing number of millennials is entering the workforce and expecting mental healthcare as part of their benefits package. And employers see a growing amount of data that reveals the numerous paybacks of investing in mental health.

It is estimated that one in five American adults at some point in their lives deals with a medically-diagnosed mental illness. For American businesses, that means an unhealthy, unproductive workforce. **According to a 2013 Gallup Poll**, it also means added expense; mental health issues, like depression alone, are costing American companies an estimated \$23 billion per year in absenteeism. That adds **up to \$193 billion in lost wages**.

Enter telebehavioral health. Employers are realizing its convenience and ease of use. The U.S. Department of Health and Human Services estimates that approximately 96.5 million Americans live in areas where there are shortages of mental health providers. Telebehavioral health solves that, enabling employees to get help on the path to wellness sooner.

Another big driver in 2018 will be the growing focus on co-morbidities and solutions available to treat them. For one, care silos exist, resulting in the separation of medical healthcare and behavioral healthcare, which results in complicating care and care access. Also, studies like the landmark **2008 Milliman Report** state that patients with depression have a higher burden of medical illness than people without depression, and that more than 40% of people who are considered “high utilizers” of healthcare also have depression, anxiety, or dysthymia. The CDC reports that today close to **70% of behavioral health patients** also have a medical co-morbidity.

Teladoc is the only telehealth provider to provide a comprehensive network to address all health conditions via a single platform, addressing an individual's total well-being. In 2018, employers will see how through a single point of access, a virtual care delivery platform can meet most any care need for their employees. Convenience, cost savings and quality outcomes all in one.

So as employers are knowledgeable and ready to deliver mental healthcare, millions of American will be the real winners in 2018 by gaining access to telebehavioral health.

## 6. Health systems embrace telehealth at scale.

**As hospitals and health systems redefine their consumer experience and move toward value-based healthcare, consumer telehealth will continue to see rapid adoption and expansion in 2018. Beyond setting the telehealth strategy and selecting a technology partner, successful organizations will pay even greater attention to the details of telehealth operational support.**

*“It's no surprise that 76% of health systems have or will be implementing consumer telehealth in some capacity by December 2018.”*

As hospitals and health systems seek to expand access to care, make care more convenient for patients, create new efficiencies, improve care coordination, prevent readmissions, better monitor and treat at-risk populations, and expand population health programs, telehealth is increasingly a strategic investment. In fact, the number of U.S. health systems with consumer-service telehealth programs is on pace to nearly double from 2016 to 2018: 76% of health systems have or will be implementing consumer telehealth in some capacity by December 2018.

With this rapid pace of telehealth program adoption, organizations are learning that success depends heavily on the breadth of operational planning and support resources. Telehealth does more than change how providers interact with patients, it requires changes that span operations, including clinical, IT, marketing and more.

The most successful health systems will take a broad-based approach to telehealth implementation. Setting the telehealth strategy and choosing the right technology solution are essential for telehealth program success, but the missing component to many programs' sustainability is operational support, such as:

- A customer engagement and marketing strategy

to drive awareness and garner adoption;

- A platform to provide a great user experience, provide security and communicate with the native electronic health record (EHR); and
- A provider strategy with effective recruitment and training for providers to ultimately execute on care delivery.

Telehealth has many specific operational considerations, but in one respect it is like every other type of care delivery: details matter. To reduce the time to value for providers and patients, health systems will take a broad approach to operational planning, create multidisciplinary teams, involve members early in the planning process and conduct site visits of telehealth service providers and healthcare facilities that are providing telehealth services. Taking those steps will go a long way to ensuring health systems realize the benefits of telehealth – at scale – in 2018.

## 7. Connected care accelerates. And data security is high on everyone's radar.

**As connected devices from one's non-healthcare world increasingly make healthcare data portable – from smartphones storing medical records to announcements of health plan and technology companies partnering to drive behavior change – data security and integration have never been more important, or high profile.**

*“Virtual care delivery is building the strongest bridge of communication between patients and care providers that we have ever known. That real-time, remote, and secure bridge empowers patients, meets the growing demand for patient experiences to be just as positive as other consumer experiences, and delivers on the promise of connected care.”*

The landmark report, Crossing the Quality Chasm, was published 20 years ago by the Institutes of Medicine — calling for a renewed look at how quality care is delivered. The report concluded, “This higher level of quality cannot be achieved by further stressing current systems of care. Trying harder will not work. Changing systems of care will.” In 2018, healthcare will take another major step in that direction as virtual health

delivery will help to realize the still untapped potential of connected care.

Real-time, electronic communication between a patient and a provider—including telehealth, remote patient monitoring, and secure email communication between clinicians and their patients—has changed the health paradigm, helping providers and patients avoid costly healthcare services, and increasing convenience for patients. As stakeholders throughout the healthcare system strive to improve accountability and patient empowerment, they are looking for ways to leverage technology to deliver quality healthcare beyond just the traditional hospital or doctor's office.

Today, virtual health delivery already has the capacity to access medical and medication histories and make those easily available to a treating telehealth physician. These histories, along with high-end video capabilities, provide a valuable starting point for high-quality diagnoses and treatments from a telehealth physician. Then clinical summaries are generated and shared with primary care physicians, health plan care teams, and hospital systems.

In even the most complex medical cases, virtual health delivery has the ability to seamlessly connect patients, treating physicians, and experts providing a virtual second opinion or treatment decision support. Virtual care bridges distance, helps providers anticipate and address issues before they become an emergency, makes existing care models more convenient, reduces costs by reducing acute care utilization, and delivers lasting behavior changes within the least restrictive setting: the home.

According to Accenture, the connected healthcare industry is estimated to provide \$30 billion in savings in 2017 and up to \$50 billion in savings by 2018. Virtual health delivery is at the heart of that reality. The U.S. Department of Veteran's Affairs reported that many thousands of veteran patients are regularly using telehealth devices to coordinate care. The VA finds that patients are highly satisfied with home telehealth. The results found that bed days of care were reduced by 25%, hospital admissions were reduced by 19%, and patient satisfaction increased by 86%.

For much of these 21 years since the IOM report, data security concerns have presented major barriers to success for true connected care. Teladoc, the undisputed leader in virtual care delivery, has earned Certified Status for information security by the Health Information Trust (HITRUST) Alliance, the nation's preeminent source for establishing a common security framework for healthcare.

With the HITRUST CSF Certified Status, Teladoc has received another third-party validation of its ability to meet healthcare regulations and requirements for protecting and securing the sensitive protected healthcare information (PHI) of its clients and members.

That level of security is paramount to realizing true connected care, especially as we are still in the very early stages of meaningful device connectivity in healthcare. Meaningful connectivity like the Kinsa™ smart thermometer, for example, is not only clinically relevant, enabling providers to have a longitudinal view on a patient's temperature for up to 10 days, but it's affordable and consumer-centric, enabling ubiquitous access. The future will include more devices with this balance of clinical and consumer benefit, such as seamless integration with home testing devices (e.g., blood glucose readers), multi-function diagnostic devices, and biosensors that will bring an Internet of Things (IoT) experience to remote patient monitoring, chronic condition support, and health improvement. Today, there is already a significant adoption of video technology to connect patients to doctors and even provide three-way video conferences with specialists and care givers.

If technology can revolutionize the way we travel from turn-by-turn instructions to nearby dining recommendations while we drive, why shouldn't technology change the way we experience the healthcare system?

## 8. Artificial intelligence + medical excellence = high-quality care.

**The world is abuzz with renewed excitement about the potential artificial intelligence (AI) might have on healthcare transformation. In 2018 we see that enthusiasm as warranted, with applications such as the Watson Oncology offering or a patient experience that simplifies answering "what is the best way to get care for..." But caution is also warranted. Cognitive computing is only as good as the data that goes in and the experts who interpret what comes out. This is why artificial intelligence paired with medical excellence will deliver the highest-quality care.**

*“Artificial intelligence presents a grand frontier for healthcare, as long as it is married to medical excellence. Cognitive computing is only as good as the data that goes in and the experts that interpret what comes out.”*

The National Cancer Institute estimates that nearly 40% of Americans will be diagnosed with cancer at some point in their lives. By 2024, an estimated 19 million people will be living with a cancer diagnosis. Those astounding numbers also lay bare an inconvenient truth: that tens of millions of Americans are forced into a maze of uncertainty and options in a complicated healthcare system. Interestingly, leading technology brands, forward-thinking employers, health plans, and clinicians are stepping in to help fill those gaps with innovation and better options. One option that is opening new possibilities for the care of complex cases is cognitive computing, also known as artificial intelligence (AI).

In 2016, Best Doctors (now a division of Teladoc) announced a major partnership with IBM and its cognitive computing service, Watson, to use the power of data to help patients find the right treatment option. By bringing together leading technology and the brightest minds in medicine, the two brands have been able to transform the way people deal with a cancer diagnosis by ensuring that the right diagnosis is confirmed and that the right treatment plan is enacted.

A significant and concerning reality makes this partnership even more compelling: with the numerous studies and hundreds of pages of medical knowledge that are being generated each day, it is next to impossible for practicing physicians to stay abreast of every new development. Physicians recognize that it takes 17 years, on average, for science to be translated into the best clinical practice. Contrast that to IBM Watson that can read 200 million documents in three seconds.

While using artificial intelligence to help guide healthcare decisions is a relatively new practice, the results continue to dictate that medical excellence and quality must be foundational components of such a program. Without a foundation of medical quality, big data, analytics, and cognitive services fall short and could ultimately be misused in areas where mistakes are already far too prevalent. The continued success of AI in health will also rely on experts to contextualize each patient with the health system that he or she is in.

The personalized care approach being offered by Teladoc and Best Doctors, together with Watson, can even match individual patients with clinical trials. It's far from just an expert opinion; it's a highly personalized expert opinion, fueled by the world's most powerful cognitive computing process. Teladoc and Best Doctors bring the largest expert database and case volume in the industry, with expert analysis of hundreds of thousands of cases over the past 28 years. Watson Health brings the cutting edge cognitive tool that meticulously mines this data for precious information that can be used to provide evidence-based recommendations that can transform health outcomes. Together they provide an opportunity for healthcare that has never been attempted at such a profound level. With clinical advocacy services that have resulted in corrected or refined diagnoses in 45% of its U.S.-based cases, while altering or improving treatment in nearly 75% of cases, the results speak for themselves. Quality and expertise are the powerful differentiator. Only with a focus on medical excellence can artificial intelligence achieve its incredible potential.

**Contact us to learn more about how your organization can enjoy the benefits of virtual healthcare delivery:**

**Web: [Teladoc.com](https://www.teladoc.com)**

**Email: [sales@teladoc.com](mailto:sales@teladoc.com)**

**Phone: 1-844-798-3810**