

Telehealth Program Development Toolkit

1. Assess Service Needs & Environment

Questions:

1. What are the unmet healthcare needs of our existing and potential patients?
2. Which needs may be met with telehealth
3. What provider related needs or opportunities might be met with telehealth?
4. Are there any major organizational barriers that should be addressed before starting?
5. Is telehealth in line with your organizations mission and strategic plan?

Process:

1. Needs analysis and Report
2. Organizational Readiness Assessment and Report
3. Preliminary Technology Assessment and Report
4. Telehealth modalities education

Assessing Organizational Readiness Is Your Organization Ready for Telehealth?

Key Items:

- Describe the desired program and how it would change the existing organization
- Determine how the proposed project would align with the Current Organization
- Technical Needs Assessment
- After the Assessment: Summarize findings, address possible challenges or deficiencies, obtain support and approval

Determine how the proposed project would align with the Current Organization

- Does the proposed project align with the organization's current vision, mission, and strategic plan?
- Does the project support the organization's vision of its desired future?
- Does the project align itself with the organization's belief of who it is, what it does, and how it serves?
- Does the project support the organization's approach to achieving its goals and objectives?

Is the proposed project consistent with the organization's values and culture?

- Is the project consistent with the organization's guiding principles?
- Does the project align with the organization's existing beliefs, assumptions, and expectations?
- Does the organization's culture support innovation and clinical technology applications?

Are resources available to begin development of the proposed project?

- Is funding available for the initial planning activities?
- Is there staff available to work on the project?
- Are there leadership groups in place to foster support?

Does the proposed program have a champion?

- Is there an administrative champion for the project?
- Are there leadership groups in place to foster support?

Do stakeholders support the program?

- What perceptions do stakeholders have about the proposed program?
 - ROI
 - Physician FTE savings
 - Financially sound model for growing Community Hospitalist programs and/or integration of hospitals into a system
 - Addition to Value
- Are stakeholders educated about the proposed program?

Who has authority over the proposed program?

- Who has to approve the project?
 - Virtual Care Committee
 - Hospital administration
 - Medical Executive Committee
 - Credentialing Committee
 - Clinicians
- Are they supportive of the project?

Are there potential opportunities or barriers to initiating the program?

1. What are the organization’s strengths?
2. What are the organization’s challenges or weaknesses?
3. Where are the organization’s business opportunities?
4. Are there any barriers to the organization’s success?

Perform a SWOT analysis

Opportunities	Barriers
<ul style="list-style-type: none">• Leverage Talent with Technology• Right Care, Right Place• Improved Quality• Reduce Waste/Costs• Increase Market Share• New Sources of Revenue• Patient and Family Satisfaction• Improved Care	<ul style="list-style-type: none">• Financing (lack of capital, budget constraint, etc.)• Lack of personnel• Lack of particular skills• Lack of equipment and/or peripheral devices• Inadequate telecommunications and IT infrastructure• Lack of knowledge of the implementation process• Inadequate IT support

Is your organization technology ready?

- Do you have internet access in your clinic exam rooms?
- Do you have internet access in the room you use for conferences and staff meetings?
- Do you receive your broadband? From?
- If you currently have telemedicine equipment at your facility, please specify (Live Video, Store and Forward, No Equipment)

Video Equipment Specs

1. Video conferencing equipment type?
2. Is your unit high definition or standard?
3. Monitor Size? Is it mounted or mobile?
4. Can it be easily moved from one room to another?
5. Do you have peripheral equipment that is to be used with the unit? (ex: Dermoscope, Otoscope, Stethoscope)

2. Define Program Model

Questions

1. What services have you decided to provide?
2. How will the services be provided?
3. What is the proposed scope and implementation strategy?
4. What technology model will you use?
5. Do you have authority, support & resources to move forward?

Approach

1. Develop program goals and objectives
 - a. Measurable goals based on your decisions about service needs will assist you in identifying the scale of the program, equipment needs, estimating workload associated with the new program, and creating a basis for program evaluation.
2. Develop preliminary service description; describes the type of service that will be provided
3. Develop preliminary telehealth delivery mode; defines the choice of telehealth, selecting the most appropriate model for your situation and service selection
4. Identify implementation approach; based on available resources, risk tolerance of the organization, time available, and the opinions of champions and decision-makers
5. Create program charter. Contain background on the reason telehealth is being considered, information on the problem, desired solutions, assumptions, constraints, desired timeframes, approvals and other critical information

Develop Business Plan: Needs Assessment → Market Analysis → Business Model

1. What is the proposed scope of the program?
2. What is the estimated demand for the service?
3. What service and technology estimates are being used for the cost projections?
4. What is the financial model associated with the proposed program?
5. How will the program impact the organizations financial position?
6. Is the program sustainable? What is the sustainability model?
7. Will the program create revenue in another area of the organization?
8. Will the program require subsidy from the organization?
9. Is there a demonstrated Return on Investment?
10. Is the organization willing to implement if there is not a revenue positive or neutral program design?
11. Will grants be required for program initiation and/or sustainability?

3. Plan Program and Technology

Questions

1. What are the clinical program requirements?
2. What are the operational program requirements? What are the technology requirements?
3. How will these requirements be met?
4. What tasks will be required to create and implement all clinical, operational and technical functions

Approach

1. Detailed Program Implementation Plan
2. Detailed Technology Implementation Plan

4. Develop Performance Monitoring Plan

Questions

1. How will regular program performance be monitored and assessed?
2. What data elements are required?
3. How will they be collected?
4. What management reports will be produced?
5. How will the program be evaluated? On what criteria? Using what methodology?
6. How will program modifications and improvements be identified and implemented?

Approach

1. Performance Monitoring Plan
2. Evaluation Plan
3. Quality Improvement Process

5. Implement Program

Questions

1. Are project schedules being met?
2. Are risks being identified and mitigated?
3. Is a communication plan in place?
4. Is work being done in a quality manner?
5. Do any tasks need revision?
6. Are any needed program modifications being identified and managed?
7. Are all the deliverables and products required for operation complete?
8. Is the program ready for operation?

Approach

1. Project Management Reports
2. Project Team Meeting
3. Program deliverables

6. Monitor and Improve Program

Questions

1. Is data being collected?
2. Are regular performance monitoring reports being produced?
3. Are the reports being reviewed by the program team? Is the program meeting its objectives?
4. What program changes would improve operation or outcomes?
5. What challenges or improvements have been identified?

Approach

1. Performance monitoring
2. Improvement logs and data collection documents
3. Implement improvements and changes to the program