Momentum’s critical success factors: An introduction

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Table of Contents

- Background
- The project itself
- Why critical success factors?
- Critical Success Factors in Momentum’s four fields
- Any questions?
eHealth actions in the Digital Agenda for Europe

Key Action 13 Undertake pilot actions to equip Europeans with secure online access to their medical health data by 2015 and to achieve by 2020 widespread deployment of telemedicine services.
European Innovation Partnership on Active & Healthy Ageing

crosscutting, connecting & engaging stakeholders across sectors, from private & public sector

Specific Actions

+2 HLY by 2020
Triple win for Europe

Pillar I
Prevention
screening
early diagnosis

Pillar II
Care & cure

Pillar III
Independence living & active ageing

Improving prescriptions and adherence to treatment
Better management of health: preventing falls
Preventing functional decline & frailty
Integrated care for chronic conditions, including telecare
ICT solutions for independent living & active ageing
Age-friendly cities and environments

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Outline of the project

- A CIP ICT PSP thematic network
  - Running from February 2012 until January 2015

- Consortium: 19 partners
  - Telemedicine associations / competence centres from
    - Denmark, United Kingdom, Estonia, Norway, Spain, France, Sweden, Germany, Greece and Poland
  - European stakeholder associations representing
    - Health professionals and health care organisations, health insurers, technology vendors

- A growing network of partners
Watch out for pitfalls!

The gap in moving from pilots to routine care …
From pilot to routine care …

Testing of Service

- Lessons learned from deployment inside an organisation
  - Local champions
  - Limited constraints (e.g. at legal level)
  - Cost and benefit analysis
  - ...

Routine Care Service

- Lessons learned from deployment across organisations (for servicing the healthcare system)
  - Institutional endorsement
  - Legal constraints (if it is a D2P relationship)
  - Need for robust methods
  - Socio-economic analysis
  - ...

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Four themes for Momentum’s investigations

Strategy and Management

Organisation and Change Management

Legal Regulatory and Security

Technical and Market Relations

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A European Telemedicine Deployment Blueprint
Why critical success factors?

When a doer is

- Seeking to scale-up telemedicine deployment
- Moving an initiative into routine, daily care

What he or she needs to take care of that is absolutely critical or vital to “make things happen”
Critical success factors: a living list

- strategy and management
- organisation and management
- legal, regulatory and security issues
- technical and infrastructural issues
26 cases: four studied in-depth

Maccabi, Israel –
Chronic Disease Medicine Centre

RXEyes remote monitoring, Sweden

Telediaysis, Norway

ITHACA, Badalona, Spain

Added one more: Gesellschaft für Patientenhilfe
DGP mbH, Munich, Germany
And others … including from the EIP on AHA

Teledermatology, KSYOS TeleMedisch Centrum, Netherlands

Telecardiology for Public Health Care of Cardiovascular Diseases, Puglia, Italy

Norwegian COPD, Centre of eHealth and Health Care Technology, University of Agder, Norway

A variety of telemedicine deployments in Scotland
Strategy and management

1. Check that there is cultural readiness towards telemedicine.
2. Ensure leadership through a champion.
3. Identify a compelling need.
4. Put together the resources needed for deployment and sustainability.
Organisation and management

5. Address the needs of the primary client(s).
6. Involve health care professionals and decision-makers.
7. Prepare and implement a business plan.
8. Prepare and implement a change management plan.
9. Put the patient at the centre of the service.
Legal, regulatory and security issues

10. Establish that the service is legal.
11. Ask advice from legal, ethical, privacy and security experts.
13. Ensure that telemedicine doers and users have “privacy awareness”.
Technical and market relations

14. Ensure that the IT and eHealth infrastructures needed are in place.
15. Ensure that the technology is user-friendly.
16. Monitor the service.
17. Maintain good practices in vendor relations.
18. Guarantee that the technology has the potential for scale-up (i.e., “think big”).
18 critical success factors

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Strategy and management

1. Check that there is cultural readiness towards telemedicine.

Cultural readiness within a healthcare system/organisation is a set of beliefs and perceptions that influence establishment of priorities; attitudes that determine behaviour including decisions, ideas and practices that determine how a person, organisation, society will respond to the environment; and challenges that determine whether telemedicine will be viewed positively or negatively, and will be embraced, rejected or just ignored.

2. Ensure leadership through a champion.

(2) A champion is a person who is committed to the telemedicine idea/initiative/service and is willing to put himself/herself on the line to make it happen, has the ability to enlist others to the cause, can secure the commitment of the leadership (of the organisation or the system), and has the ability to mobilise resources to make it happen including other people who can be operational leaders.
3. **Identify a compelling need.**
A compelling need is a *sufficiently high level “problem”* (i.e., shortage of healthcare professionals, excessive use of resources, wastage, or other) for which a **telemedicine service can supply a solution**. There may be a single compelling need or there may be a set or combination of compelling needs.

4. **Put together the resources needed for deployment and sustainability.**
   - Financing
     - People/human resource
     - Information
     - Time.
5. **Address the needs of the primary client(s).**
   
   A primary client is a person, specialty group or organisation who has **clear incentive(s) to set up the service**.

6. **Involve health care professionals and decision-makers.**

   Engaging healthcare professionals affected by the new telemedicine service. Actions that help healthcare professionals. Depending on the telemedicine service, the targeted healthcare professionals could vary i.e., they could be **physicians, nurses, or specific groups of professionals**.
Organisation and management

7. Prepare and implement a business plan.
A business plan is a written document which results from careful analysis of available data. It describes the planned telemedicine service, its sales and marketing strategy, and its financial background. It also contains a projected profit-and-loss statement. A business plan for the new service has to be in place even when the telemedicine service is provided by a non-profit or a governmental organisation.

8. Prepare and implement a change management plan.
A change management plan may need to cover various phases of the implementation process that supports the introduction of the telemedicine service.
Organisation and management

9. Put the patient at the centre of the service.

Patient-centredness means developing the service with the patients’ perspective in mind. It takes into account the values of the culture, the personal and social needs of the users, and the users' comfort level, with the different forms of interaction – face-to-face and virtual. It strengthens the human relationship and does not depersonalise it.
10. Establish that telemedicine is legal
Find out whether either (a) the telemedicine service at stake is authorised by public authorities or (b) the service is authorised by other bodies which have the competence to do this, ensuring that it enables a legitimate way to practise medicine. Make sure that telemedicine is not inhibited by law or is not considered to be in conflict with the requirements for best practice in medicine.

11. Ask advice from legal, ethical, privacy and security experts
Legal, ethical, privacy and security experts should have knowledge of regulations relevant to telemedicine at levels, internationally, nationally and locally.
Legal, regulatory and safety issues

12. Apply relevant legal and security guidelines

There are guidelines for specific countries and for professional groups – such as doctors – that codify legislative and security measures as well as ethical and policy considerations.

13. Ensure that telemedicine doers and users have “privacy awareness”

“Privacy awareness” is knowledge about appropriate practice when it comes to privacy and security behaviours. It is based on current ethical and legal principles.
Technical and infrastructural issues

14. Ensure that the IT and eHealth infrastructures needed are in place

**IT infrastructure**: An IT infrastructure is in place that ensures successful deployment and good functioning of the telemedicine communication system.

**eHealth infrastructure**: Health information systems – such as electronic health records and patient health records – are in place that capture, store and distribute clinical data across different levels of care, and among health providers and patients.

15. Ensure that the technology is user-friendly

**Usability**: means that the technology must be easy-to-use and have a user-friendly design.

**Technology**: means using technology standards and avoiding specific technology dependencies.
Technical and infrastructural issues

16. Monitor the service
Monitor the service operations to ensure that they run smoothly. Consider the needs of the users. Identify possible refinements to the service. Consider outlining specifications for each of these aspects of the service operation.

17. Maintain good practices in vendor relations
The deployment requires a partnership between the doers and the industry at all sorts of phases of the deployment. Good practices in vendor relations are based on a transparent, straightforward service level agreement signed by the contracting parties. Service level agreements and contracts need to be underwritten that clearly define what is expected from both parties, and what are the rights and liabilities of engagement.
18. Guarantee that the technology has the potential for scale-up (i.e., "think big").

Consider that it may be important to grow and extend the telemedicine service to a larger scale. Therefore, choose the appropriate vendor and technology. The potential for scale-up can be achieved by using either standard technologies or technologies that are similar and yet are produced/offered by a range of suppliers.
Any questions?

More at www.telemedicine-momentum.eu