

Momentum Workshop

Three paths to telemedicine deployment

Adopting the Critical factors for Scotland

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Overview of Presentation

- Brief context
- Lessons learned from scaling up
- Technology-Enabled Care Programme and critical success factors

Strategic Context in Scotland

- Public Service Reform focus on prevention and integration
- Health and Social Care Integration - April 2015
- E Health strategy and refresh to 2020
- National Telehealth and Telecare Delivery Plan to 2015/16



**A National Telehealth and Telecare
Delivery Plan for Scotland to 2015**

Driving Improvement, Integration and Innovation

December 2012: National Delivery Plan

**Significant role of
Telehealth and Telecare
in the reform of health,
care, housing and
wellbeing in Scotland**

Telehealth and Telecare Delivery Plan

Our Ambitions

- Greater choice and control for an additional 300,000 people;
- Citizens and staff proactively demand the use of telehealth and telecare as positive options;
- A flourishing innovation centre;
- A growing international reputation.
- *National Telehealth and Telecare Advisory Board: Chaired by JIT*



**A National Telehealth and Telecare
Delivery Plan for Scotland to 2015**

Driving Improvement, Integration and Innovation

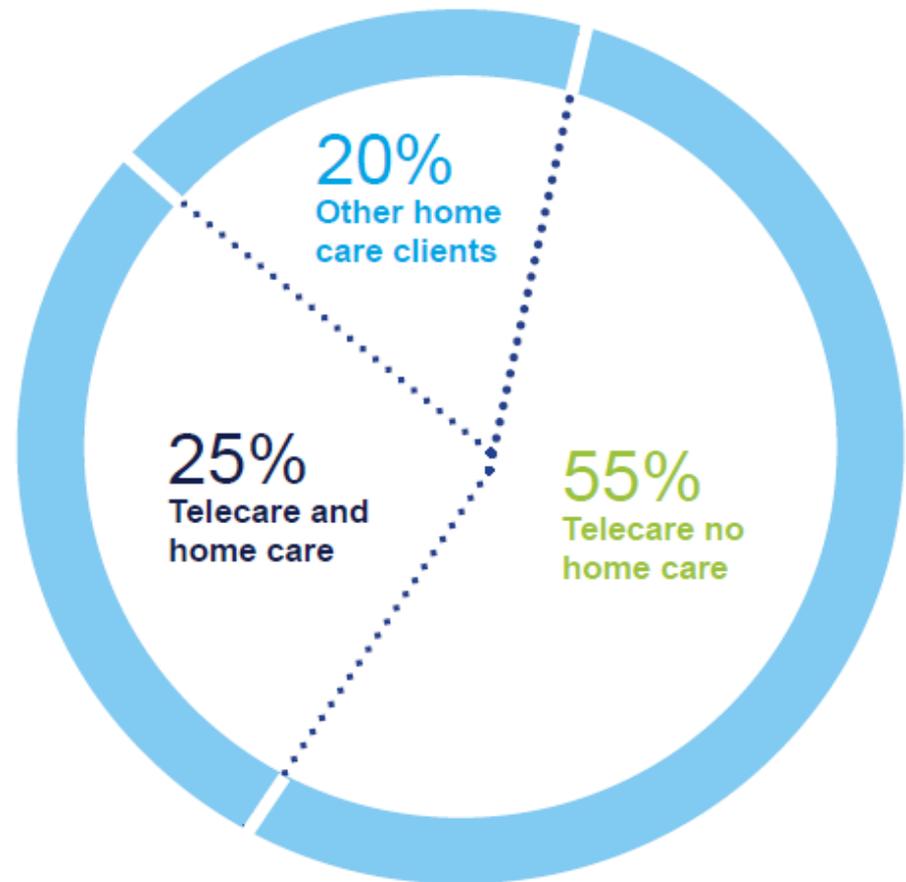
Delivery Plan Review

Progressing well, but to move to next level:

- Need to increase pace of delivery within local partnerships
- Need to increase scale and integration of delivery at national level
- Further develop inward investment opportunities – Europe etc.
- Need to effectively link to core e-health & care systems

Telecare in Scotland Now – Local Authority Commissioned Services: Telecare and Home Care

- As of 2013, there are an estimated 155,000 people supported by telecare in Scotland



Lessons learned from Telecare Development Programme – mapped to critical success factors

- Strategic/Political Leadership & Commitment (1,2,3)
- Governance & Accountability (2, 5)
- Clear focus/targets (3,)
- Integrated priorities & processes (7,8)
- Identify & invest in supporting infrastructure (4,)
- Incremental implementation (7,8,
- Strong project/programme management (7,8)
- Embed staff/service user/carer engagement (6,9,)
- Provide resources to support shared learning/knowledge transfer (80,
- Partnership approach/Communications (8,
- Evaluation (16)

At Scale Developments –

United4Health Project:

Telehealth supporting Management of Long Term Conditions - Heart Failure, COPD & Diabetes (7,700 people), 7 LPA's

SmartCare Project:

Technology enabling Integrated Care with focus on Falls Prevention & Management Pathways (10,000 people), 7 LPA's

Living it Up:

Co-design innovative health, care and wellbeing services (55,000 people), 10 LPA's

Mastermind Project: c CBT:

Increased flex and choice in psychological therapies (1,400 people), 4 HB's



Technology-Enabled Care Development Programme

- Designed to significantly extend the numbers of people directly benefiting from technology enabled care and support;
- Benefits from £10 million in funding for 2015/16;
- National Improvement programme

Five priorities

- Extending the use of **home health monitoring**;
- Expanding use of **video conferencing** across all health and social care sectors, as well as growing its use for clinical/practitioner consultations;
- Building on the emerging national **digital platforms** including Living it Up and ALISS to enable direct access to advice and assistance
- Expanding the take up of **Telecare** with focus on prevention, points of transitions in care and dementia;
- Exploring the scope and benefits of switching from analogue telecare to **digital telecare**;

Technology Enabled Care

National Improvement Programme

Aim

To increase the number of people using technology to enable delivery of health and social care at home.

Objectives

- *Accelerate spread across Scotland of a minimum of three effective innovations in technology enabled care: home monitoring, video technology and apps*
- *Increase the capacity and capability to deliver technology enabled care in all NHS Boards, integration authorities and their partners*
- *Improve sustainability of technology enabled care within redesigned pathways*

Design of the programme

Large scale change programme to support all NHS Boards and Partnership teams through

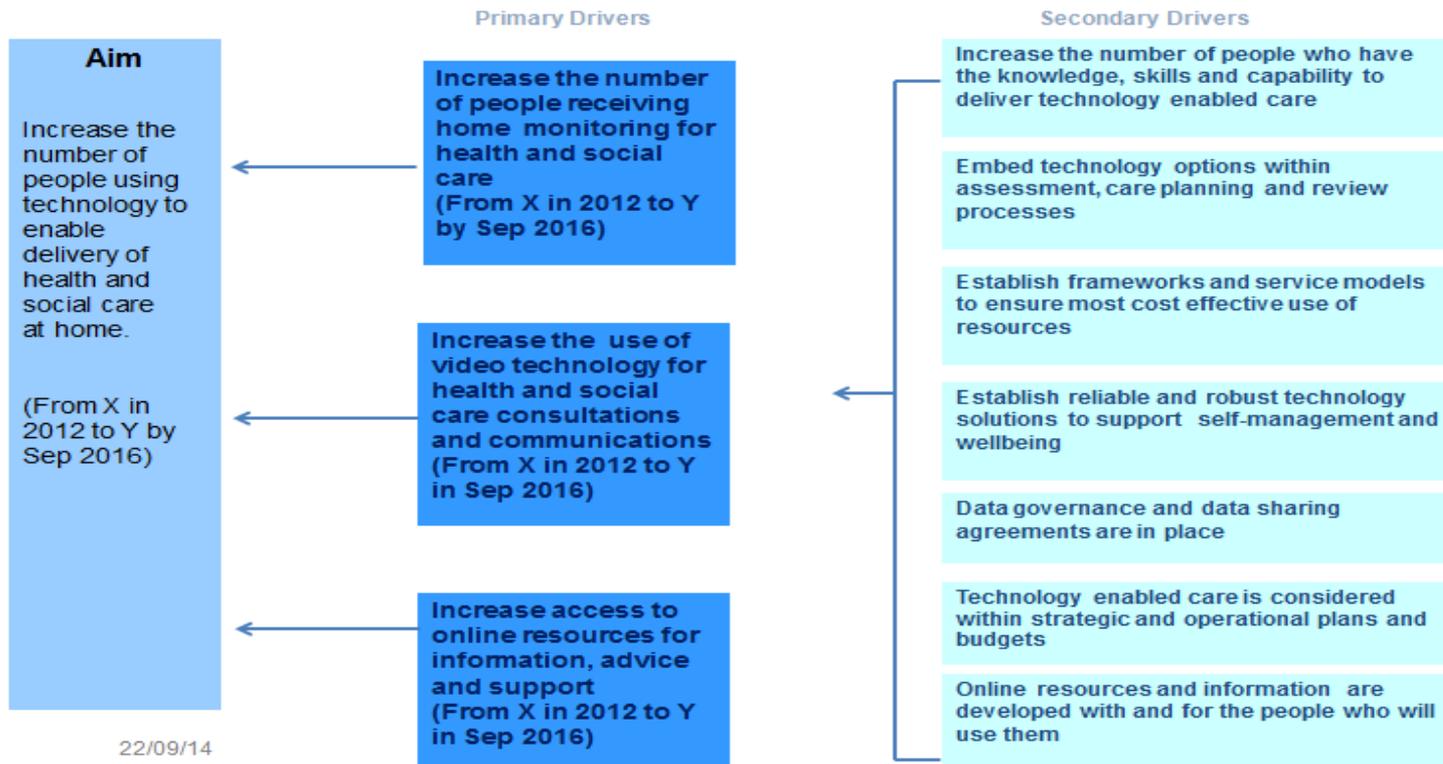
- Building readiness for change
- Analysis, prioritisation of systems, processes and pathways that need to change to adopt effective TEC
- Decision to adopt, implementation and measurement

Contribute to conditions and momentum for delivery from 2015 onwards using existing and new funding streams

Share evidence base and experience to identify change interventions/packages and use 30 and 90 day planning and action phases to follow through.

Technology Enabled Care National Improvement Programme

Delivering Our Ambitions - Technology Enabled Care



The 30/60/90 day cycles

- The programme is structured around the concept of a **30, 60 and 90 day improvement cycles**
- Each cycle period supported with electronic newsletters, WebEx's and learning sessions



The first 30 days

What happens in first 30 days depends on local priorities and stage of development of technology enabled care

- Identify key leads to support the work within the partnerships and Board
- Engage key stakeholders
- Review the improvement programme aims / objectives / driver diagram
- **Use tool to assess stage of readiness and ambitions**
- Formalise key measurements for improvement
- Identify local barriers / challenges to success
- Create an action plan

Readiness Assessment for Technology Enabled Care

- This checklist is designed to prompt reflection on your readiness for adopting technology enabled care.
- It has been adapted from a published study of factors which influence successful adoption of technology into routine care - [Momentum: 18 Critical Success Factors for Deployment of Telemedicine](#). Although the focus was on telehealth, the lessons and success factors apply more widely.

Think about the partnership you are involved in.

How ready is the partnership to implement technology in health and care when assessed against the statements for each success factor:

- 4 **Strongly agree**
- 3 **Mostly Agree**
- 2 **Mostly Disagree**
- 1 **Strongly Disagree**

Please write 'NA' or 'don't know' if this is the case

Gaps and/or factors which would benefit from further development should be addressed in your partnership action plan to build readiness for adopting technology enabled care in your area.

Critical success factors in Scotland

Purpose - **3, 5, 18**

Person Centred **6, 9, 15**

Resources **4, 7, 14**

Managing Change **1,8,4**

Human Factors **1,2**

Governance and Quality **10,11,12,15,16,17**

PURPOSE

There is an identified client group with a compelling need for a technological solution at scale

PERSON CENTRED

People who will use the technology are involved in developing the new services

The technology is simple for users, carers and staff

The way in which the technology is used takes into account what matters to people

RESOURCES

There are financial resources available for development and deployment of technology

There is sufficient technical and business intelligence to identify costs and benefits and to build this analysis into a robust business implementation plan

The IT and ehealth infrastructures support interoperability and successful deployment

MANAGING CHANGE

From the outset the partnership is prepared to move beyond a test of change to scale up

Time and capacity to achieve implementation at scale is factored into action planning

People are supported to develop the skills and capability to use technology in practice

Technology is embedded in existing care pathways and processes

HUMAN FACTORS

The reasons for using technology and the benefits are clearly and regular communicated with staff, the public, and service user and carers

Technology enabled care is viewed positively and will be embraced by service users, carers and staff from all sectors

Senior leaders demonstrate visible commitment to adopting technology enabled care

Local champions from a range of care settings and disciplines engage and mobilise others to adopt technology in practice

Nov 2014

- All Partnerships asked to assess against critical success factors – this will inform local action planning and national improvement programme
- Consideration of MAST multidisciplinary assessment domains in evaluation and in evidence review
- Consideration of European projects evaluation datasets to reduce burden and duplication
- Development of measurement toolkit

Lessons Learnt so far...(1)

- Large scale programmes much more complex & challenging but with significant impact potential
- Need to invest in building strong relationships
- Reconcile different interests & priorities of large numbers of key stakeholders into common purpose with **simple** focus
- Strong strategic governance, programme and business change management are crucial
- Recognise geographic and organisational differences - can be strengths, and needs to be valued locally or will not engage (franchise approach)

Measurement approaches

- Health problem and characteristics of the application
 - Safety
 - Clinical effectiveness
 - Patient perspectives
 - Economic aspects
 - Organisational aspects
 - Socio-cultural, ethical and legal aspects
- Consideration of European projects evaluation datasets to reduce burden and duplication
 - Development of measurement toolkit

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