momentum
ADVANCING TELEMEDICINE ADOPTION IN EUROPE

Moving telemedicine from pilot to scale
18 Critical Success Factors

What is needed to deploy telemedicine?
The answers include the right context, involvement of the key people, good planning and sound "running" of the process. The Momentum blueprint offers critical success factors and performance indicators that help decision makers to scale up health-care services from a distance through information technology. It also delivers a self-assessment toolkit that helps an organisation determine whether it is "ready" for telemedicine deployment. The Blueprint and supporting documents are available at http://telemedicine-momentum.eu.

The Blueprint comes from the Momentum project, a three-year initiative of European eHealth stakeholder associations and competence centres that was co-funded by the European Commission.

Although Momentum ended in January 2015, key experts and contributors to Momentum will remain available to provide support on how to use the Momentum toolkit, and can be contracted to help an organisation or region deploy telemedicine and share their experience.

"Telemedicine deployment is not rocket science: it will work if the critical elements are in place" says Marc Lange, coordinator of the Momentum project and General Secretary of EHTEL.
"The Blueprint distils key learning from the Momentum project: it can be used as a kind of cookbook or set of guidelines for doing tele-medicine scale-up."

The Blueprint has two purposes:

1 It is an holistic European reference document for developing a telemedicine service framework.

2 It is a toolkit for capacity-building among telemedicine doers.

Eighteen critical success factors have been identified and validated on the basis of the practical experience gained by telemedicine doers with projects that were successfully transferred from a pilot stage to their deployment in routine care and on a large scale.
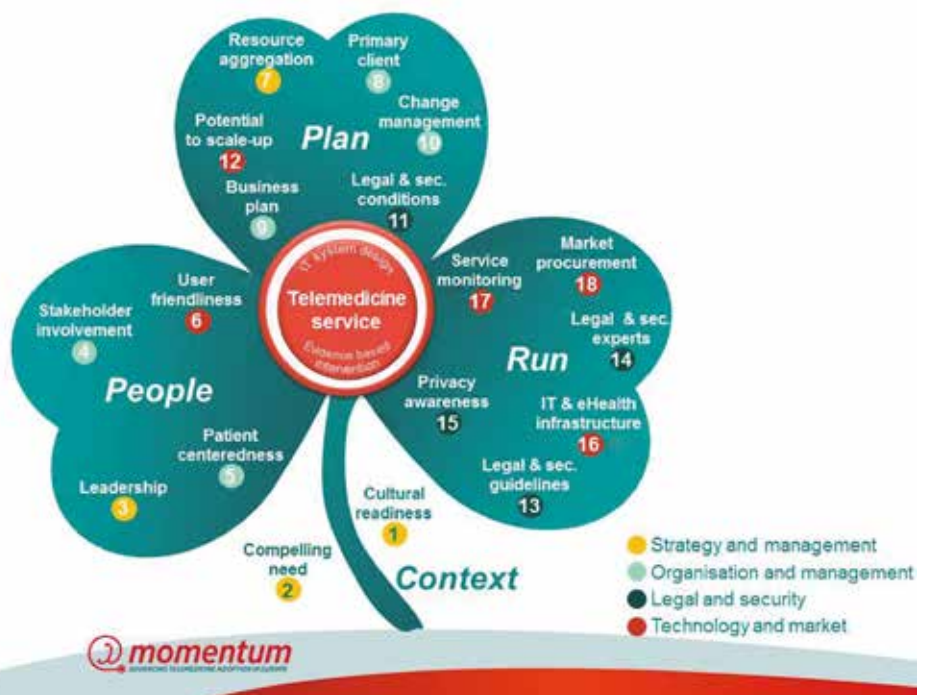
The 18 critical success factors of Momentum: the Shamrock model.

The description of each critical success factor is followed in turn by a relevant set of performance indicators. These indicators can be used by telemedicine doers to test out how important each critical success factor is to their specific deployment circumstances. There are 51 indicators in total. Each critical success factor has between 1-6 indicators associated with it.

These indicators are statements which telemedicine doers use to rate their telemedicine deployment initiative on a scale from 1 to 5. The overall scaling indicates the degree of readiness of a telemedicine solution for large-scale deployment.

The blueprint also contains a step-by-step guide to using the toolkit in a collective approach that intends to involve all stakeholders concerned by the deployment in routine care and on a large scale. It describes a proposed timetable and an estimate of the resources needed to run the MOMENTUM-TREAT process, including doing a survey and organising a workshop.

Ultimately, to summarise, it is good to use this blueprint as a kind of cookbook or set of guidelines for doing telemedicine scale-up.

Critical success factors

1 Critical success factors for a deployment strategy
1• Ensure that there is cultural readiness for the telemedicine service.
2• Ensure leadership through a champion.
3• Come to a consensus on the advantages of telemedicine in meeting compelling need(s).
4• Pull together the resources needed for deployment.

2 Critical success factors for managing organisational change
5• Address the needs of the primary client(s).
6• Involve healthcare 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.

3 Critical success factors from a legal, regulatory and security perspective
10• Assess the conditions under which the service is legal.
11• Identify and apply relevant legal and security guidelines.
12• Involve legal and security experts.
13• Ensure that telemedicine doers and users are "privacy aware".

4 Critical success factors from an ICT perspective
14• Ensure that the appropriate information technology infrastructure and eHealth infrastructure are available.
15• Ensure that the technology is user-friendly.
16• Put in place the technology and processes needed to monitor the service.
17• Establish and maintain good procurement processes.
18• Guarantee the technology has the potential for scale-up.