



# ***Regional Workshop on Developing National eHealth Strategies***

*Dr Peter Drury, WHO Consultant*

*30<sup>th</sup> September – 2<sup>nd</sup> October 2013*

*South East Asia Region*

*Bangkok, Thailand*



# Regional Workshop on Developing National eHealth Strategies

- Welcome and introductions
- Objectives
  - To introduce the joint WHO-ITU National eHealth Strategy Toolkit
  - To discuss its main elements and how it can be used
- Agenda

# Agenda Day 1

Time	Session	Themes	Lead	Toolkit Topics
08.30	Arrival			
09.00 – 10.30	Introductions	Official welcome;  Regional eHealth overview Introduction to the workshop	Dr Eun-ju Kim, ITU Regional Director and Dr. Yonas Tegegn, WHO Representative to Thailand Jyotsna Chikersal Peter Drury	
10.30 – 11.00	Coffee	Networking		
11.00- 12.30	1	International context Overview of the toolkit; Managing the process; governance	Peter Drury	1 National context for eHealth 2 Framework for a national eHealth vision 3 Overview of the method 4 Manage the Process
12.30 – 13.30	Lunch	Networking		
13.30 – 15.00	2	Engaging with stakeholders and understanding the strategic context	Peter Drury	5 Engage with stakeholders 6 Establish the strategic context 7 Learn from eHealth trends
15.00 – 15.30	Tea	Networking		
15.30 – 17.00	3	Regional eHealth Strategy; eHealth for Women and Children	Jyotsna Chikersal; Sameer Sharma	
17.00 – 17.30	Review	Questions and discussion		3

# Agenda Day 2

Time	Session	Themes	Lead	Toolkit Topics
0900- 10.30	4	Developing an initial vision; required eHealth components	Peter Drury	8 Draft an initial vision 9 Identify the required eHealth components 10 Gather information on the eHealth environment
10.30-11.00	Coffee	Networking		
11.00-11.30	5	Identifying the gaps and refining the vision	Peter Drury	11 Assess opportunities, gaps, risks and barriers 12 Refine vision and develop strategic recommendations
11.30-12.30	6	Regional eHealth Strategy discussion of key issues;	Groups; Jyotsna Chikersal;	
12.30-14.00	Lunch	Networking		
14.00-15.30	7	Developing action lines	Peter Drury	1 Framework for an action plan 2 Developing the national eHealth action plan: Overview 3 Manage the process 4 Engage with stakeholder 5 Develop eHealth action lines
15.30-16.00	Tea	Networking		
16.00-17.00	8	Integrated action planning: resources required, constraints, implementation plans	Peter Drury	6 Develop and integrated action plan 7 Determine high-level resource requirements 8 Apply funding constraints to refine plan 9 Define implementation phases
17.00-17.30	Review	Questions; discussion		

# Agenda Day 3

Time	Session	Themes	Lead	Toolkit Topics
0900-10.30	9	eHealth monitoring and evaluation framework, indicators and governance	Peter Drury	1 eHealth monitoring and evaluation framework 2 Developing an eHealth monitoring and evaluation framework: overview 3 Define indicators for eHealth 4 Define baseline and target measures for indicators 5 Define supporting governance and processes
10.30-11.00	Coffee	Networking		
11.00-12.00	10	Regional eHealth strategy feedback	Groups. Jyotsna Chikersal	
12.30-14.00	Lunch	Networking		
14.00-15.30	11	National eHealth strategy planning and coaching	Groups Jyotsna Chikersal Peter Drury	
15.30-16.00	Tea	Networking		
16.00-17.00	Final Review	Workshop review and closing remarks	Peter Drury Jyotsna Chikersal	
17.00	Depart			

# International context Overview of the Toolkit National context for eHealth

Day 1 Session 1

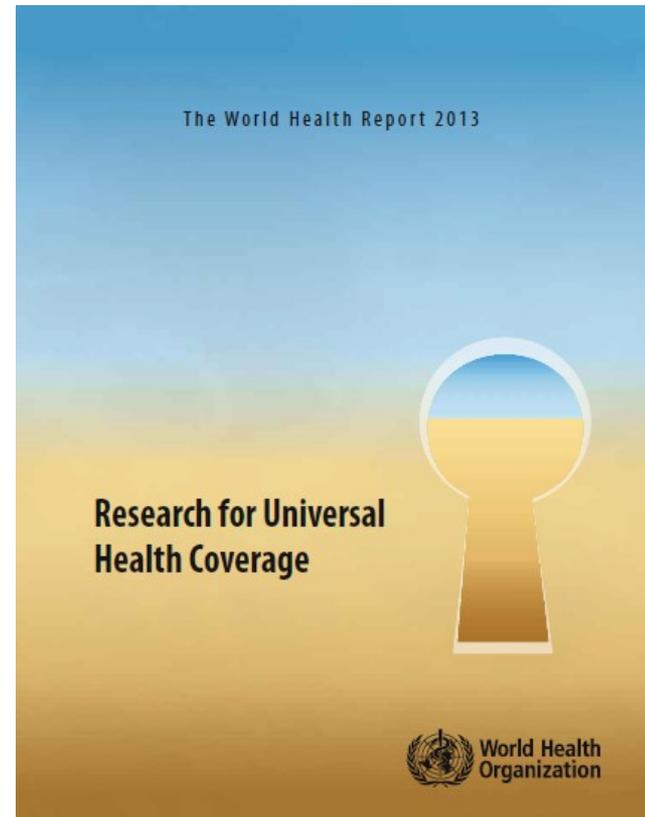
# International context: Examples

- Universal health coverage
- United Nations Commission on Information and Accountability for Women's and Children's Health
- World Health Assembly

# Universal Health Coverage

Universal health coverage is the goal that all people obtain the health services they need without risking financial hardship from unaffordable out-of-pocket payments.

*eHealth can help meet UHC goals.*



# UHC: Moving from concept to practical policy design

## Understand the starting point

- Organizational and institutional arrangements in the health system
- The problem: How does the way the current system works contribute to performance problems?

## Determine the direction

- Reduce the gap between need and use, improve quality, improve financial protection...

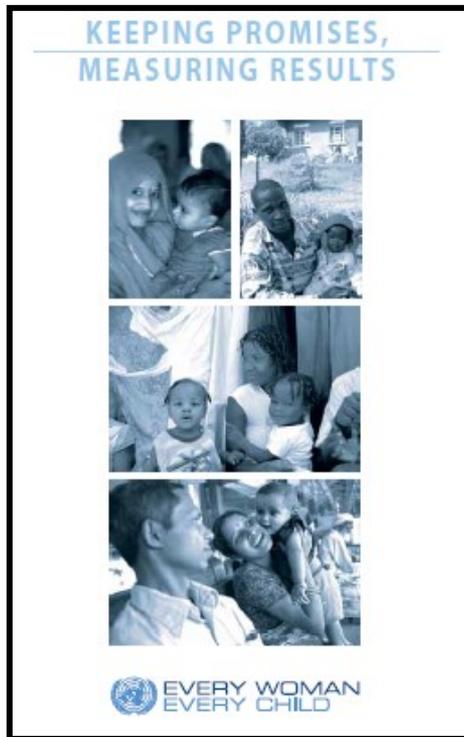
## Understand the constraints

- Fiscal, macroeconomic, administrative, political, geographic...

# HSS alignment is needed for UHC: implications for eHealth

- Single measures (e.g. free care) are unlikely to be effective without corresponding measures
- New financing and provider organizational arrangements need *strengthened ICT for operational and analytic functions*.
- Changes in how ministries traditionally function:
  - More data-driven, for operations and to analyze what is happening in the field
  - More flexibility in use of public funds

# eHealth for Women's and Children's Health



The *Global Strategy for Women's and Children's Health* called for global reporting, oversight and accountability for women's and children's health.

*Recommendation 3: By 2015, all countries have integrated the use of information and communication technologies in their national health information systems and health infrastructure.*

# Commission on Information and Accountability: Recommendation 3

- Examples of how eHealth is used
  - Keeping and sharing patient records
  - Remote data collection and transmission
  - Synthesizing community and national information
  - Sending health messages and reminders by mobile phone

# World Health Assembly

- Resolution WHA58.28 (2005) set direction, encouraged eHealth strategies
- Regional resolutions (AFR, PAHO)
- Resolution WHA66.26 (2013) on standards, strategies and health Internet
- Programme Budget 2014-2015 (approved in 2013) included “number of countries with an eHealth strategy” as a key indicator

## Role of a national strategy

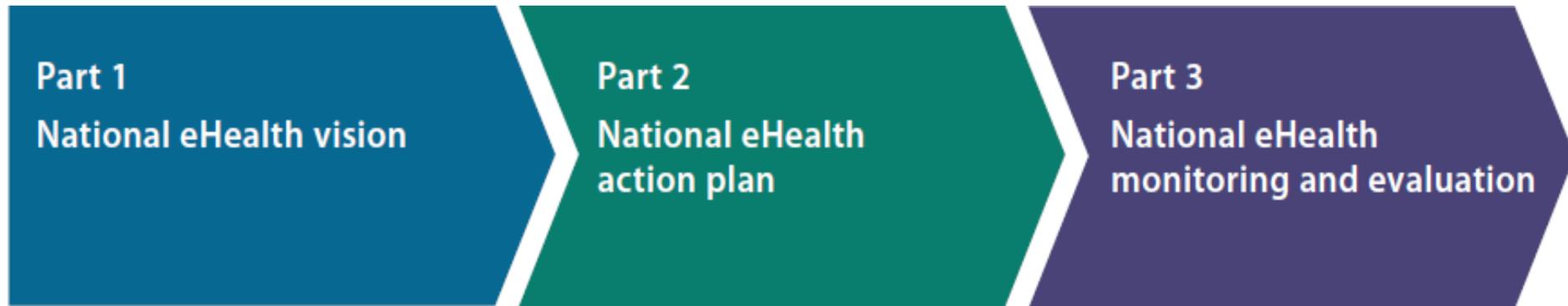
- Serves as an umbrella for planning and coordinating different national e-Health efforts...
- ...while considering fundamental elements in terms of regulatory, governance, standards, human capacity, financing and policy contexts.

# National eHealth Strategy Toolkit

- A resource for developing or renewing a country's eHealth strategy
- From countries just setting out to those that have already invested in eHealth
- A framework and method for the development of a vision, action plan and monitoring framework



# Overview of the Toolkit



- Manage the process
- Engage with stakeholders
- Establish the strategic context
- Learn from trends and experience
- Draft an initial vision
- Identify required components
- Gather information on the eHealth environment
- Assess opportunities and gaps
- Refine vision and develop recommendations

- Manage the process
- Engage with stakeholders
- Develop eHealth action lines
- Develop an integrated action plan
- Determine high-level resource requirements
- Apply funding constraints to refine plan
- Define implementation phases

- Define indicators for monitoring and evaluation
- Define baseline and target measures
- Define supporting governance and processes

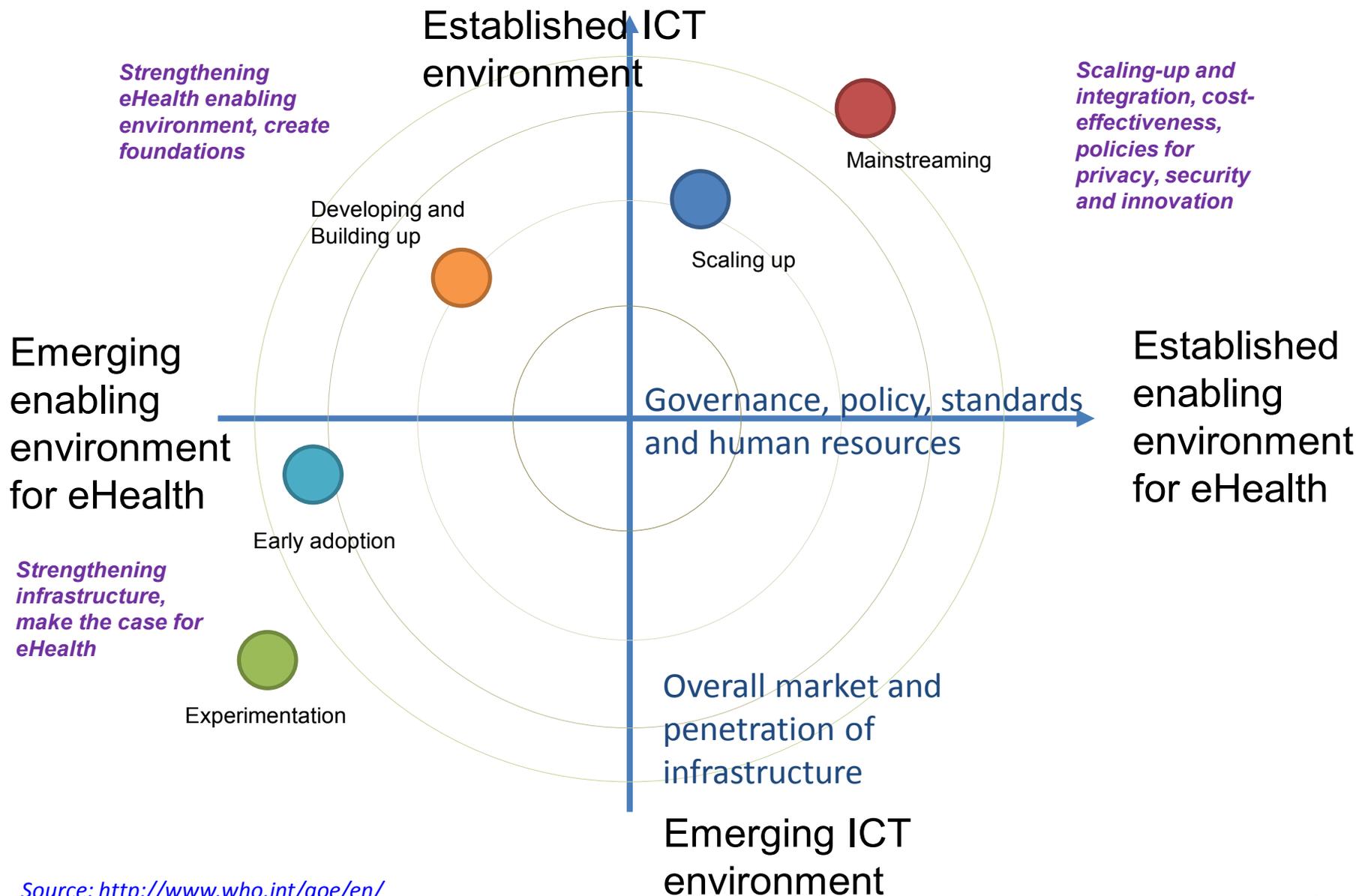
# 1. National context for eHealth\*

A national approach helps to:

- improve the flow of information
  - delivery of health services
  - management of health systems
  - demonstrating outcomes and costs...
- respond to pressure on the health system
  - demand for better, more accountable services
  - shrinking workforce...
- coordinate and standardize efforts
  - example: Women's and Children's Health

\* *Heading numbers correspond to the Toolkit chapters*

# National context for eHealth development



## Breakout: Sharing the challenges

- Workshop members are asked to share the key challenges they are facing in developing their eHealth strategies, and what they would like to learn about at the workshop.

# Part 1: Developing a National eHealth Strategy

# Toolkit topics

- **Day 1**
- **Session 1**

<b>2</b>	<b>Framework for a national eHealth vision</b>
2.1	Strategic context
2.2	eHealth vision
2.3	Required components
2.4	Suggested structure

<b>3</b>	<b>National eHealth vision: overview of the method</b>
3.1	Manage the process
3.2	Engage with stakeholders
3.3	Establish the strategic context
3.4	Learn from trends and experience
3.5	Draft an initial vision
3.6	Identify required components
3.7	Gather information on the eHealth environment
3.8	Assess opportunities and gaps
3.9	Refine the vision and develop strategic recommendations
<b>4</b>	<b>Manage the process</b>
4.1	Health leadership and support
4.2	Governance structure and mechanisms
4.3	Core strategy team
4.4	Timeline and milestones

## 2. Framework for a national eHealth vision

### A framework for a national eHealth vision

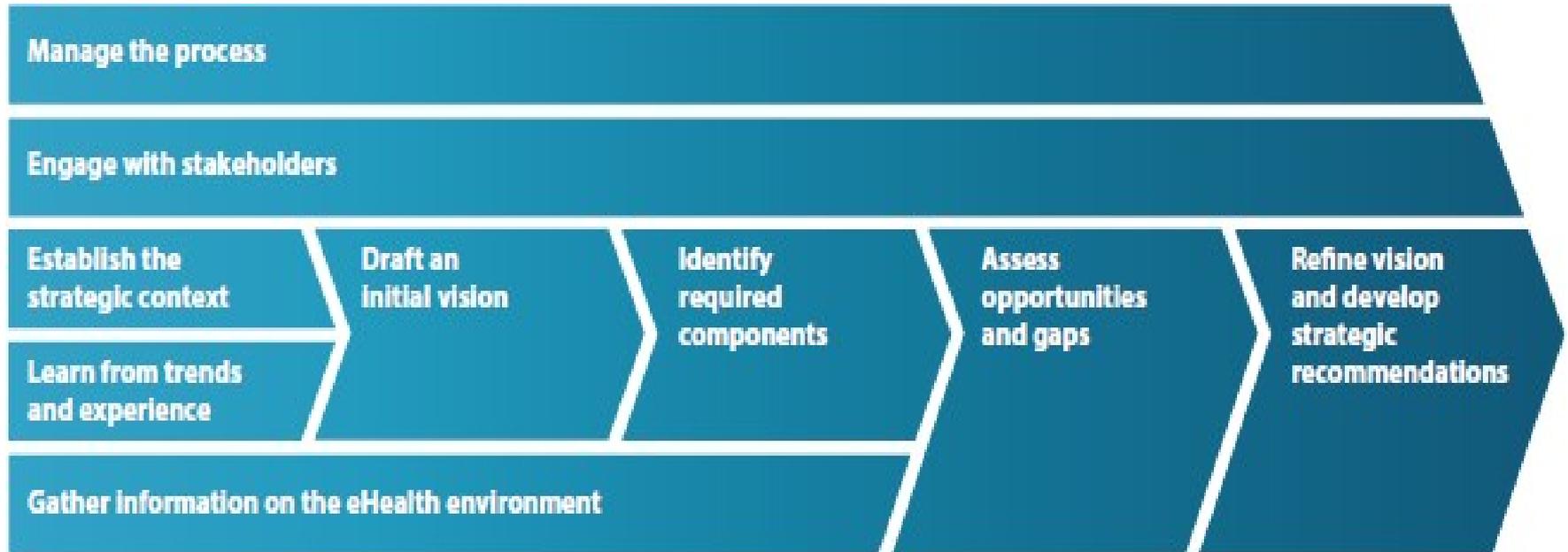


**The strategic context** provides the rationale for eHealth (the priorities and main challenges).

**The vision** sets the goals and outcomes sought.

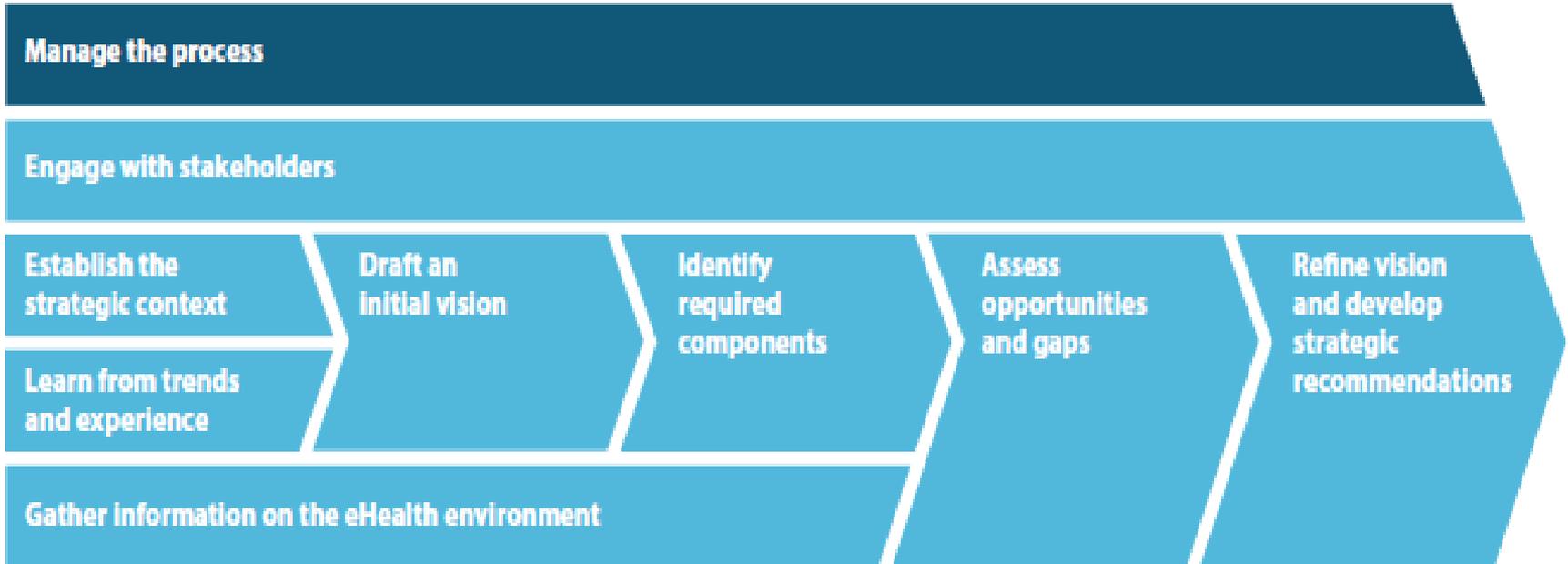
**The required components** are what is needed to deliver the desired outcomes.

### 3. Overview of the method



- The strategy process is a sequence of steps, with some done in parallel
- The strategy is built from information and analysis done in each step, but the overall process is iterative

## 4. Manage the process



The goal is to have a credible, well-managed process resulting in a national eHealth vision that supports the health agenda and reflects the needs of stakeholders.

## 4.1 Health leadership and support

### *Confirm health sector leadership*

- National planning requires sustained leadership and commitment from senior government officials and health sector leaders
- Development of a national eHealth plan often launches a country's formal program in eHealth

## 4.2 Establish the governance

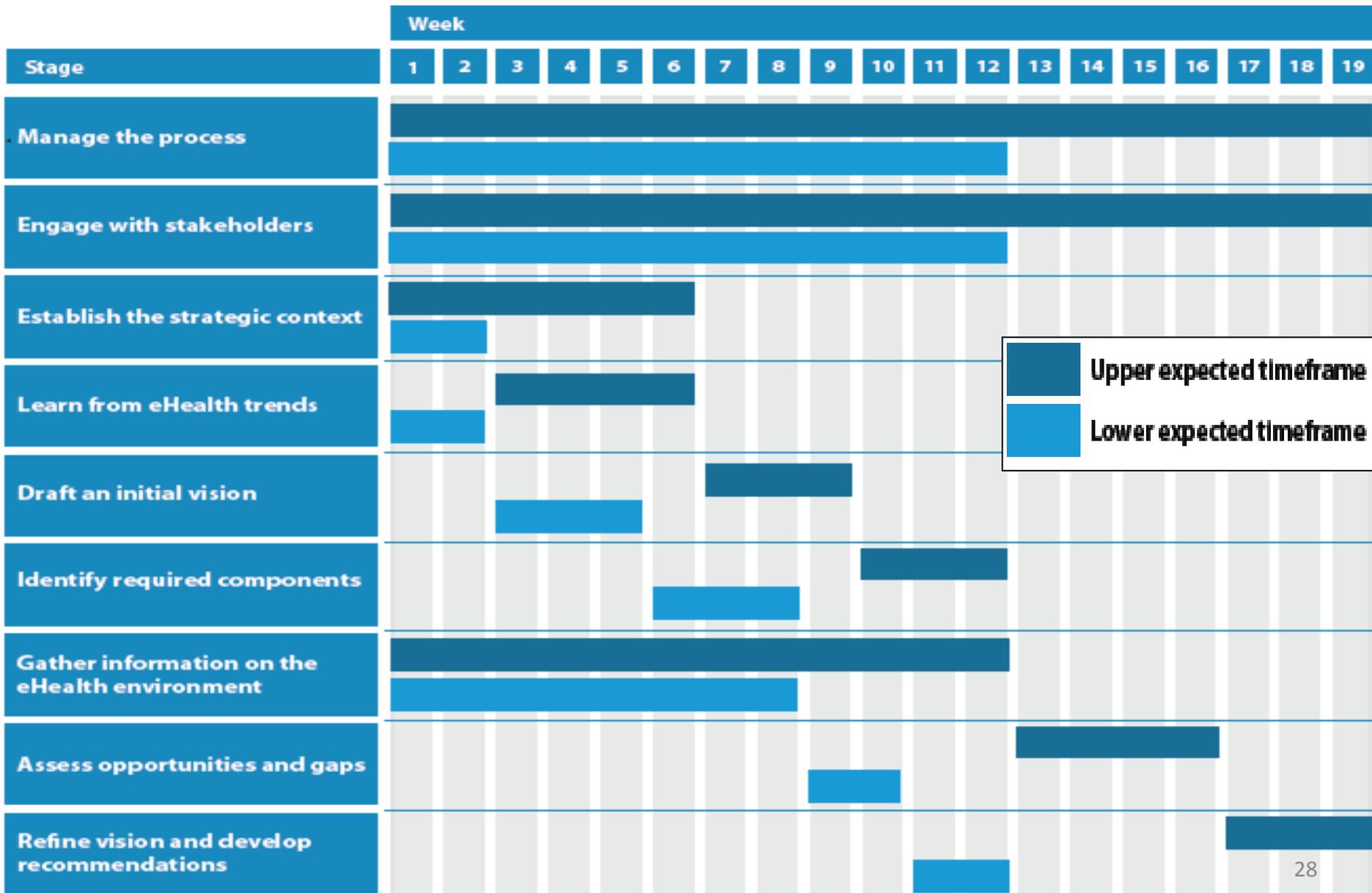
Provides visibility, coordination and control of planning activities



## 4.3 The core strategy team

- Understanding of the health sector
- Ability to research, analyse and extract lessons
- Strategic analysis and planning skills
- Experience in working with stakeholders
- Broad knowledge of ICT, eHealth and its application
- Senior health leadership should be present

# 4.4 Timeline and milestones: 2 examples



# Breakout: Managing the process

- In groups, consider:
  - What is the range of time that will be needed to have fully operational the
    1. Confirmed support from health leaders
    2. The core strategy team assembled
    3. The steering committee in place.
- Feedback for group discussion.

# Engaging with stakeholders Establishing the strategic context

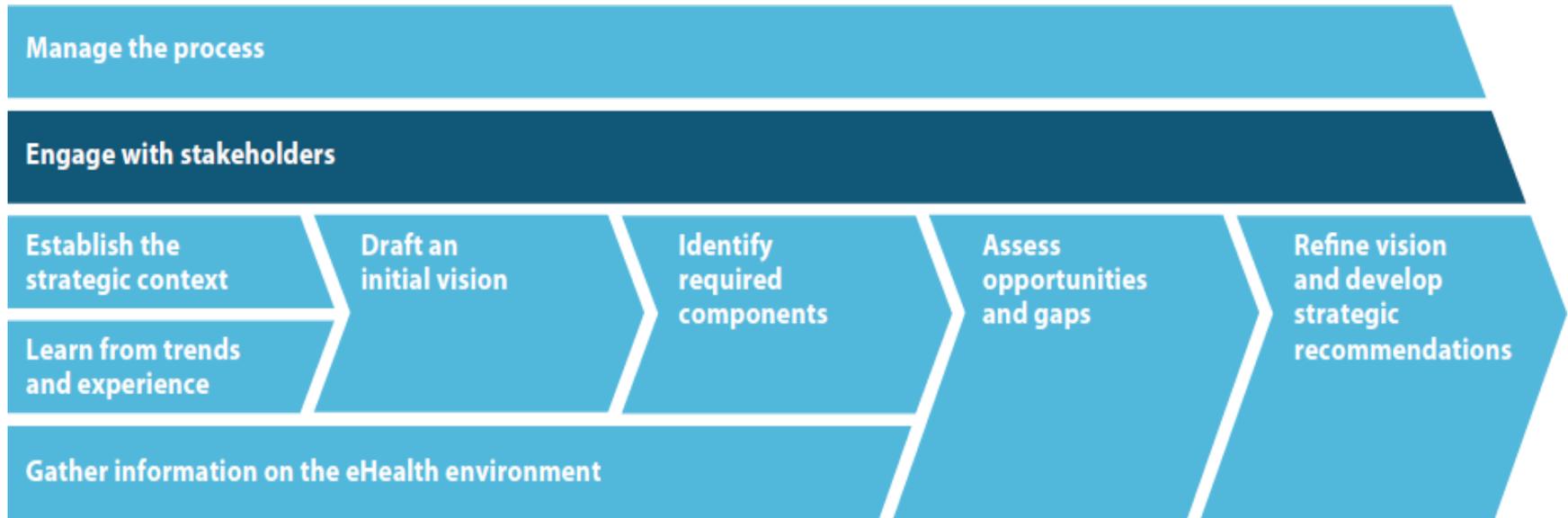
Day 1 Session 2

# Toolkit Topics

- Day 1
- Session 2

<b>5</b>	<b>Engage with stakeholders</b>
5.1	The role of government
5.2	Identify and understand the stakeholders
5.3	Clarify stakeholder roles
5.4	Determine approach to stakeholder engagement
5.5	Determine where consultation will occur
<b>6</b>	<b>Establish the strategic context</b>
6.1	Research population health and demographics
6.2	Describe the health system
6.3	Review health strategy, goals and priorities
6.4	Identify development goals relevant to eHealth
6.5	Review existing strategies for eHealth, ICT or health information systems
6.6	Select goals and challenges where eHealth will have the most impact
6.7	Describe how eHealth will support selected goals
<b>7</b>	<b>Learn from eHealth trends and experience</b>
7.1	Research national eHealth visions, strategies and programmes
7.2	Research international eHealth trends, best practice and outcomes

# 5. Engage with stakeholders



## Engage with stakeholders

Identify key health and non-health stakeholders to be involved in the development of a national vision and plan, and its implementation.

### Outputs

- An informed national eHealth vision that is relevant to, and supported by, stakeholders

## 5.1 Government's role and implications for strategy & planning

Market	Description	Implications for planning
Fully regulated	Government mandate drives adoption; national projects	<ul style="list-style-type: none"> <li>• Government develops the vision</li> <li>• Limited stakeholder consultation</li> </ul>
Guided market	Central coordination in areas of national significance;	<ul style="list-style-type: none"> <li>• Government responsible for vision but stakeholders' expertise leveraged.</li> <li>• Content driven by Government and key multi-sector stakeholders</li> </ul>
Free market	Decentralised; stakeholders key	<ul style="list-style-type: none"> <li>• Government facilitates and advises</li> </ul>

## 5.2 Identifying stakeholders: examples

### Health sector

- ministries (health, social welfare)
- professional associations
- hospital and health-services associations
- academia, research institutes
- insurance
- patient associations
- general public
- public health/care bodies
- private care providers
- health ICT vendors
- media

### Non-health sector

- statistics offices
- Ministries: ICT/telecoms, justice, labor, treasury/finance, science/tech
- private sector ICT providers
- education, social welfare and community services
- defense and civil protection
- innovation, industry and science institutes
- international organizations and donors
- ..... others

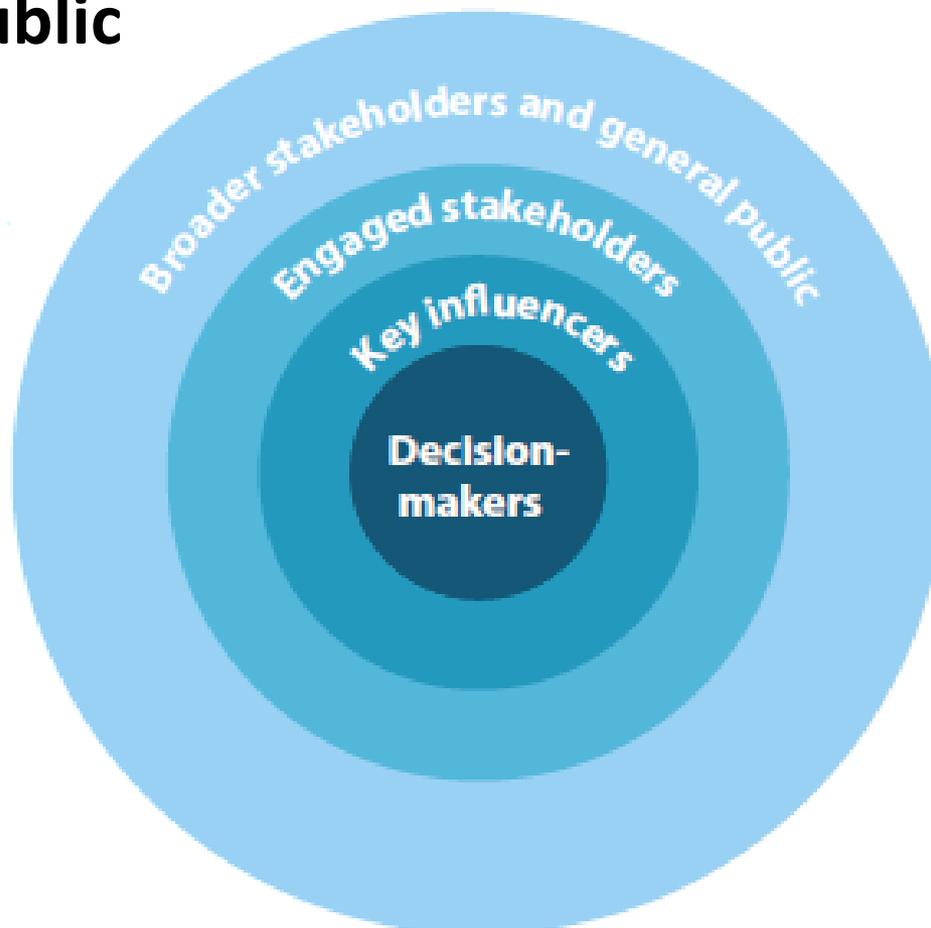
## 5.3 Clarify stakeholder roles. Four common stakeholder roles in the development of a national eHealth vision

### **Broader stakeholders and general public**

Individuals, carers, families, employers, community groups

### **Engaged stakeholders**

Advocacy groups, health executives, insurers, patient associations



**Key influencers**  
Advisers, academics, and senior executives in health, funding and investment organizations

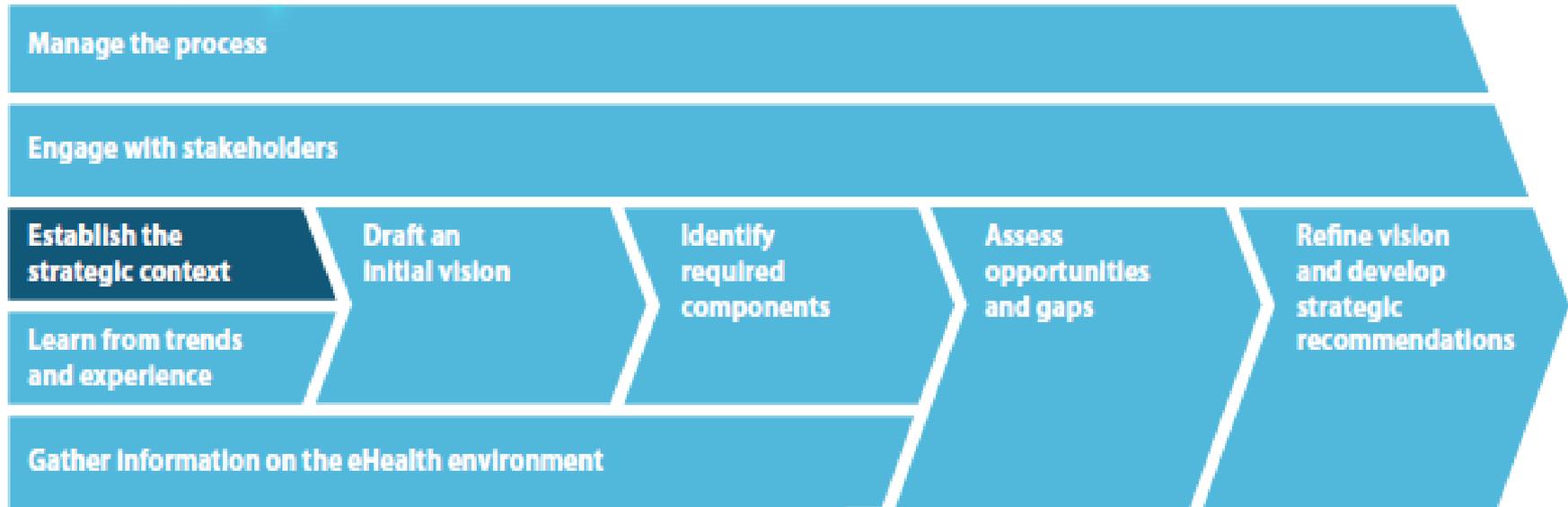
**Decision-makers**  
National eHealth steering committee

## 5.4 Determine approach to stakeholder engagement

Role	Approach to engagement
Decision-makers	Frequent formal requests for input, guidance, review and endorsement of recommendations.
Key influencers	Frequent and more informal contact for input, guidance and forming recommendations.
Engaged stakeholders	Initial consultation, then structured communications to advise on process and outcomes.
Broader stakeholders and public	Mass media, online questionnaires and survey techniques, public consultation forums. Face to face consultations usually not required in formulation.

Communications plan needs to set out what and how the project team will communicate about the project, including with the media.

## 6. Establish the strategic context



### Establish the strategic context

Provides the foundation for planning and informed decisions on how to harness ICT for the health system.

### Outputs

- The strategic health goals, challenges and priorities
- The potential role for eHealth in addressing them

## Understanding the strategic context is critical

- Research population health and demographics
- Describe the health system
- Review health strategy, goals and priorities
- Identify development goals related to health
- Review existing strategies for eHealth, ICT or health information systems
- **Select goals and challenges where eHealth will have the most impact**
- **Describe how eHealth will support selected goals**

## 6.1 Research population health and demographics

### **Recommended outputs**

This step should outline:

- Current population health and demographics, and anticipated changes
- The implications for the health system
- Specific challenges for segments of the population (age groups, socioeconomic groups, etc.)

### **Approach**

- Internal research and analysis using available data and information resources.

# Sample questions: Population health and demographics

Dimension	Sample questions
<b>Size and demographics</b>	<ul style="list-style-type: none"><li>- What is the size and age distribution of the current population?</li><li>- What are the primary segments? (geographic, social, economic, etc.)</li><li>- How are these segments expected to change?</li></ul>
<b>Current health outcomes</b>	<p>What are current health outcomes, such as</p> <ul style="list-style-type: none"><li>- Average life expectancy</li><li>- Mortality rates and causes</li><li>- Primary diseases and risk factors, particularly affecting poorer populations</li><li>- Other important national health measures?</li></ul>

## 6.2 Describe the health system

### Recommended outputs

This step should describe the health system including challenges of access, cost and quality. It summarizes:

- The national health system
- Health system challenges, and any known priorities
- Potential challenges to the development of a national eHealth environment (*such as workforce, funding*)

### Approach

- Internal research and analysis using available data and information resources, and stakeholder interviews.

# Examples of health system dimensions to be explored

Dimension	Sample questions
<b>Services</b>	<ul style="list-style-type: none"><li>- What types of health services are available?</li><li>- What health care services cannot be delivered and what challenges/barriers are responsible?</li></ul>
<b>Workforce</b>	<ul style="list-style-type: none"><li>- What is the size, education and distribution of the health workforce?</li><li>- Where are workforce imbalances or shortages occurring, or expected to occur in the future?</li><li>- What impact will this have on the health system, services and health outcomes?</li></ul>

## 6.3 Review health strategy, goals and priorities

### Recommended outputs

This step identifies strategic themes, goals and priorities that are supported by health decision-makers. **A national eHealth vision cannot be developed without this step.**

### Approach

- Internal research and analysis using available data and information resources, and stakeholder interviews.
- Information may be in the form of a health strategy, reform agenda, or a set of policies. Multiple versions of health strategies may exist; discussion may be needed to resolve divergent goals and priorities.

# Examples of health strategy, goals and priorities

Dimension	Sample questions
<b>Challenges</b>	<p>What are current challenges to the health system and sector, such as:</p> <ul style="list-style-type: none"><li>- Population health</li><li>- Equity and accessibility of care</li><li>- Health workforce supply and distribution</li><li>- Health system structure and organization</li><li>- Effectiveness/efficiency of health care delivery</li><li>- Funding, insurance and cost of care</li></ul>
<b>Goals and targets</b>	<ul style="list-style-type: none"><li>- What goals and targets have been identified as part of the national health strategy?</li><li>- What commitments have been made to achieving international health goals?</li><li>- What other international obligations, partnerships or programs are in place?</li></ul>

## 6.4 Identify development goals relevant to health

### **Recommended outputs**

This step identifies additional non-health drivers that should be considered (social or economic development commitments, cooperation or investment plans, etc).

### **Approach**

- Internal research and analysis followed by validation with high-level stakeholders.
- Regional documentation, reports, announcements or cooperation agreements from development partners in other ministries, agencies or institutions. These should be analyzed for opportunities for alignment.

## 6.5 Review existing strategies for eHealth, ICT or health information systems

### **Recommended outputs**

This step reviews existing strategies such as vision statements, policies, government mandates.

### **Approach**

- Internal research followed by validation with high-level stakeholders.
- Review of health and ICT ministry documents (resolutions, mandates, policy statements, etc). These reports can give valuable insights and lessons for the current effort.

## 6.6 Select goals and challenges where eHealth will have the most impact (1)

This essential step uses the knowledge gained in the previous steps to identify those goals that can best be supported by eHealth (not all will be). Goals may be common across all the health system areas, or focused on a few key areas.

### **Recommended outputs**

This step produces a description of the main strategic goals and challenges around which the national eHealth vision will be developed.

# Breakout: Goals and eHealth impact

- In groups, consider which strategic goals can best be supported by eHealth

Country	Health Goals	Examples of eHealth	
1			
1			
2			
2			
3			
3			
3			

- Feedback for group discussion

## 6.6 Select goals and challenges where eHealth will have the most impact (2)

### Approach

- The information collected should be consolidated, to form a manageable number of goals and challenges.
- Between 5-8 strategic goals and challenges are recommended- more than this increases complexity.
- A large number of goals/challenges can be grouped into themes, and the vision can be drafted to respond to these themes.
- The strategic goals/challenges should be reviewed with stakeholders and refined: **consensus is important since the eHealth vision will address these goals.**

# Strategic goals/challenges: examples of common areas

Area	Sample questions
<b>Effectiveness and efficiency of health care delivery</b>	<ul style="list-style-type: none"><li>- What are the challenges that affect the quality and safety of health services?</li><li>- What are the challenges affecting the effort, time and cost associated with delivering health services?</li></ul>
<b>Health workforce distribution and supply</b>	<ul style="list-style-type: none"><li>- What are the challenges facing the supply of the health workforce and its ability to deliver care at all levels?</li><li>- What are the challenges related to the workforce distribution in urban, rural and remote areas?</li></ul>

## 6.7 Describe how eHealth will support selected goals

### **Recommended outputs**

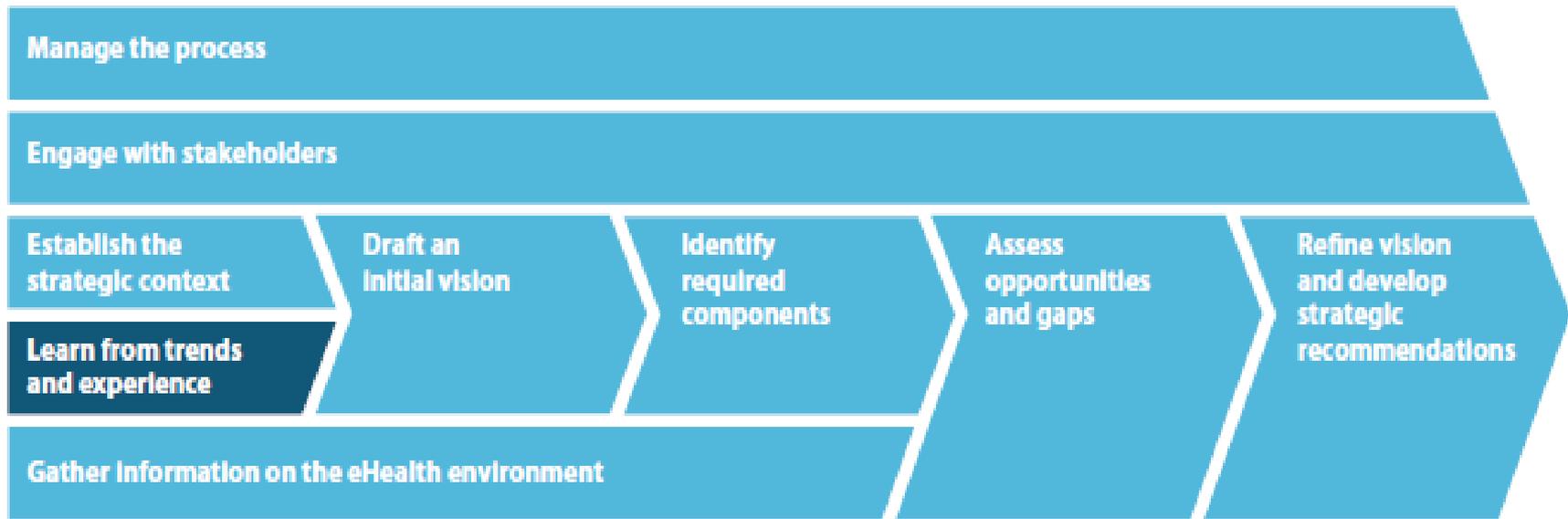
This step describes the implications for eHealth arising from the themes developed in the previous step.

### **Approach**

Internal analysis of the goals and challenges, and the implications for eHealth. Answers questions such as: how will eHealth support health and development goals, in terms of the flow of health information and the provision of health services, etc.?

*The output of this step will be used later in the strategy process.*

# 7. Learn from trends and experience



## Learn from trends and experience

Other countries' successes and failures, as well as trends and good practice can provide important lessons.

## Outputs

- The types of goals or challenges that eHealth can address, and specific benefits delivered

## Learning from trends and experience

- Research other national visions, strategies and programs
- Research international eHealth trends, best practice and outcomes
- Participate in networks and associations

# Regional eHealth Strategy; eHealth for Women and Children

Jyotsna Chikersal  
Sameer Sharma

Day 1 Session 3



# Review and Discussion



# Draft an initial vision Identify the required components

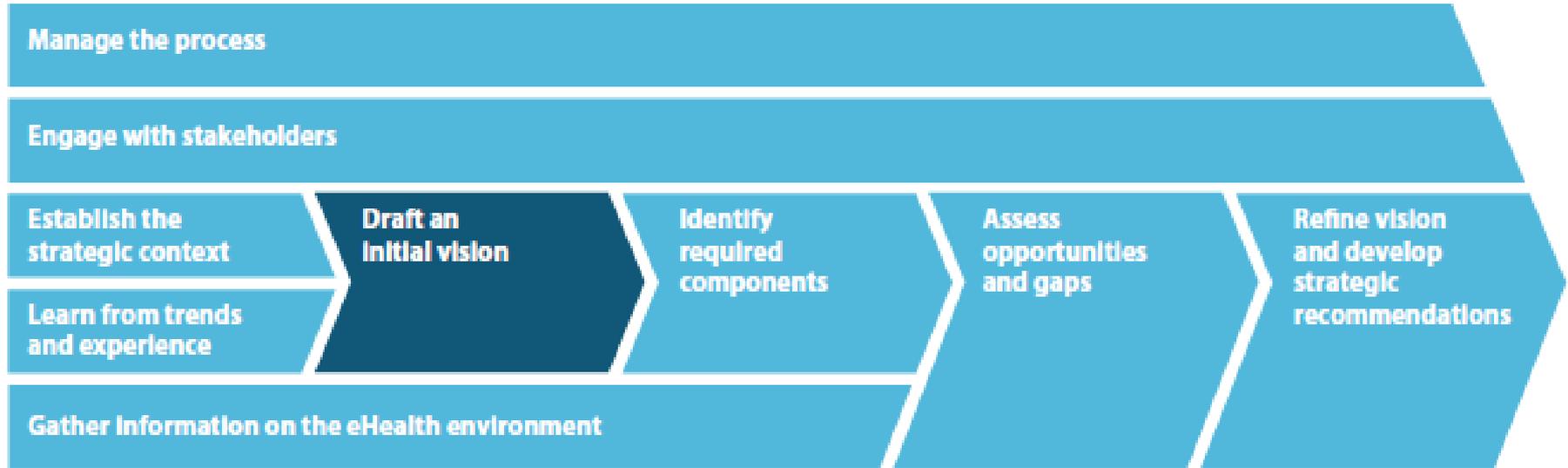
Day 2 Session 4

# Toolkit topics

- Day 2
- Session 4

<b>8</b>	<b>Draft an initial vision</b>
8.1	Agree the time horizon
8.2	Define the desired eHealth outcomes
8.3	Link eHealth outcomes to the strategic context
8.4	Develop an initial vision statement
8.5	Describe what the eHealth vision will mean for stakeholders
8.6	Develop one or more scenarios that put the national eHealth vision into practice (optional)
<b>9</b>	<b>Identify the required eHealth components</b>
9.1	Leadership and governance
9.2	Strategy and investment
9.3	Services and applications
9.4	Infrastructure
9.5	Standards and interoperability
9.6	Legislation, policy and compliance
9.7	Workforce
9.8	Develop eHealth strategic architecture models (optional)

## 8. Draft an initial vision



### Draft an initial vision

How eHealth will contribute to achieving health goals, the time horizon, and what it means to stakeholders.

### Outputs

- Outcomes that eHealth should enable or support
- Rationale between outcomes and strategic context
- The benefits to stakeholders, and scenarios

## 8.3 Link eHealth outcomes to the strategic context

Health system goal or challenge: Health workforce shortages primarily affect rural and remote communities

### **eHealth outcome**

Enable electronic access to appropriate health-care services for patients in rural and remote communities.

### **Rationale**

Enabling individuals to access services through electronic means will partly compensate for health workforce shortages.

Health system goal or challenge: To have halted by 2015 and begun to reverse the spread of HIV/AIDS in our country

### **eHealth outcome**

Provide individuals with electronic access to the information they need about preventing HIV/AIDS and other diseases.

### **Rationale**

Access to education and awareness information about HIV/AIDS and other STDs is an effective way to combat the spread of these diseases.

## Examples of eHealth outcomes

- Electronic access to health services for citizens in remote or rural communities.
- Outcome information is used for health system improvement.
- Improve the quality, safety and efficiency of clinical practice by giving care providers better access to patient information, clinical support tools.
- Policy and investment decisions are informed with timely, accurate and comprehensive reports.
- Health sector operates more effectively as a connected system, overcoming fragmentation.

## Breakout: Women's and Children's health

In groups, think about your current services for women's and children's health.

- What are 2 strategic goals for these services?
- What eHealth outcomes would support delivery of these goals, and what is your rationale?

Goal	eHealth outcome	Rationale
1		
2		

## 8.4 Develop an initial vision statement

A high-level statement that describes how eHealth will benefit the health system, and in what timeframe.

### Sample vision statement

***By 2020...***

***eHealth will enable a safer, higher quality, more equitable and sustainable health system for all citizens by transforming the way information is used to plan, manage and deliver health services.***

## 8.5 Describe what the eHealth vision will mean for stakeholders

Example questions	Potential considerations
What is each stakeholder group's current experience when interacting with the health system?	What challenges were identified through the strategic context, including areas such as: <ul style="list-style-type: none"><li>• Access to health information</li><li>• Access to care delivery tools</li><li>• Access to health-care services</li><li>• Coordination, continuity of health-care</li><li>• Their role in the health system</li></ul>
How will eHealth improve their experience with the health system?	This covers the same areas as above, except that the focus is on describing practically how the challenges will be overcome as a result of delivering the vision.

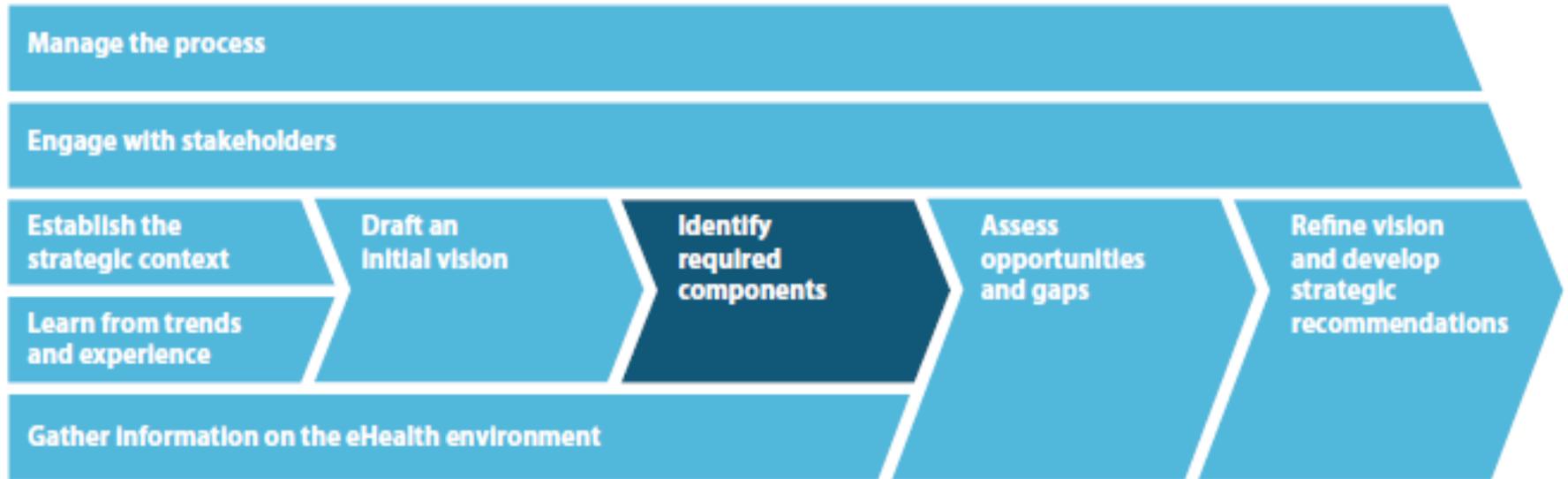
# Breakout: Communicating benefits to stakeholders

In groups, and thinking about the outcomes you want to achieve for women's and children's health, describe for a specific stakeholder group:

1. What is that stakeholder group's current experience when interacting with the health system?
2. The improvements they should experience if the vision for eHealth were delivered?

Outcome	Stakeholder group	Current experience	Improvements
1			
2			

# 9. Identify the required eHealth components



## Define the required components

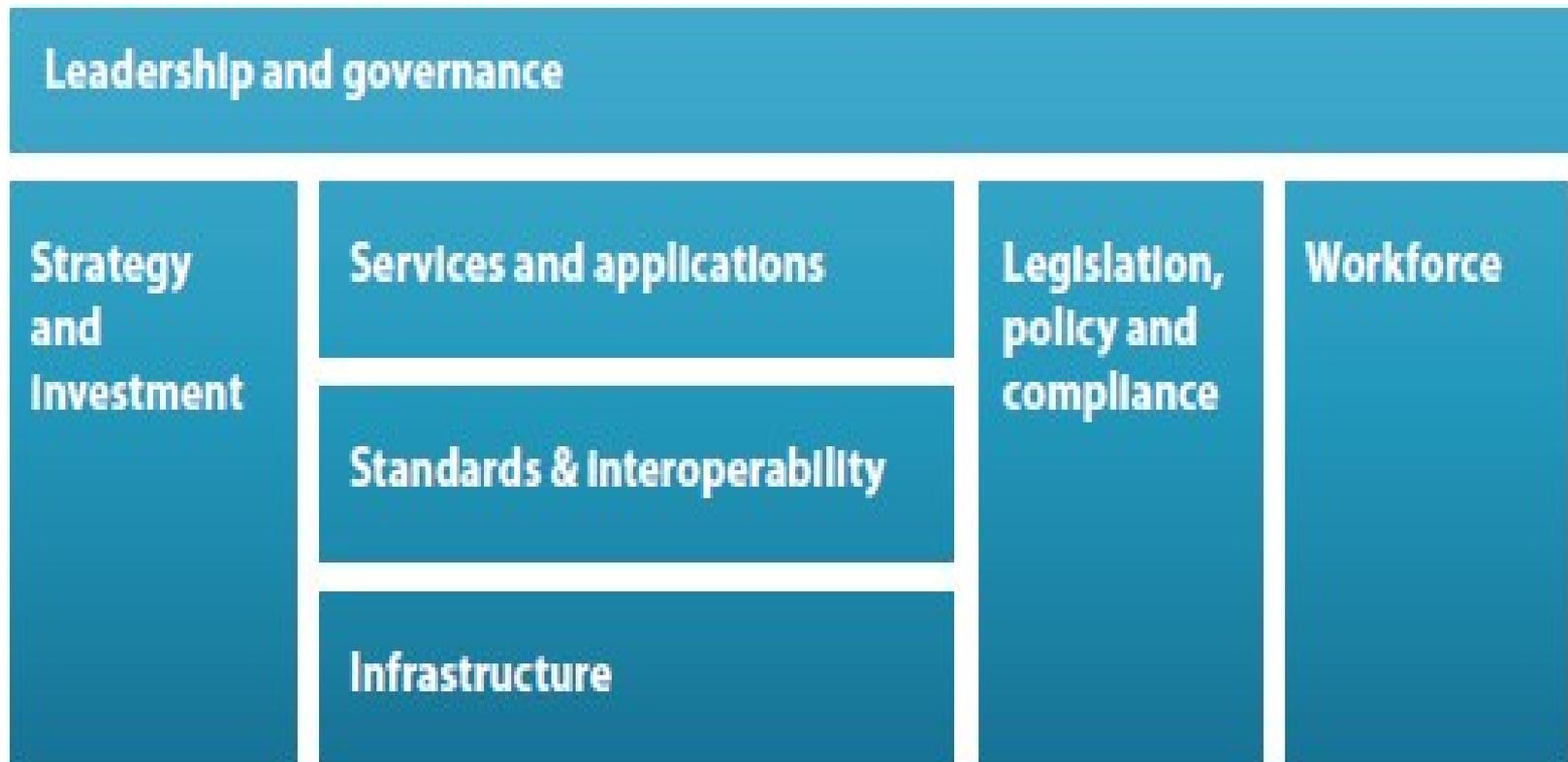
Identifies the required eHealth building blocks of a national eHealth environment.

### Outputs

- A description of the eHealth components needed to deliver the national eHealth vision
- The relationships and interdependencies between them.

# National eHealth components

The eHealth environment is made up of components, or building blocks, which will be introduced or strengthened through the strategy. All components need to be considered, even if not addressed in the final strategy.



# eHealth components: *Services and Applications*

Health information	Electronic health record	Health service delivery	Health care management
<ul style="list-style-type: none"> <li>• Consumer health knowledge sources</li> <li>• Care provider knowledge portal</li> <li>• Distance learning and electronic resources</li> </ul>	<ul style="list-style-type: none"> <li>• Patient demographics</li> <li>• Allergies</li> <li>• Current health profile</li> <li>• Medications</li> <li>• Health diary</li> <li>• Test results</li> <li>• Event summaries</li> <li>• Access control</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals</li> <li>• Event summaries</li> <li>• Care plans</li> <li>• Appointments</li> <li>• Alerts</li> <li>• Decision support</li> <li>• Prescriptions</li> <li>• Lab results</li> <li>• Chronic disease</li> <li>• Telemedicine and mHealth</li> </ul>	<ul style="list-style-type: none"> <li>• Adverse events</li> <li>• Risk analysis</li> <li>• Compliance monitoring</li> <li>• Operations management</li> <li>• Clinical practice improvement</li> <li>• Health care research</li> </ul>

## eHealth components: *Infrastructure*

This is the foundation for electronic information exchange, comprising physical infrastructure (e.g. networks), core services and applications that underpin a national eHealth environment.

### Examples of common infrastructure components

- Broadband connectivity
- Computer systems
- Practice, patient and clinical management systems
- Universal health identifier
- National authentication service
- Provider and service directories
- National product catalogue
- Prescription transfer service
- Health information data sets

## eHealth components: *Enablers*

Standards and interoperability	Legislation, policy and compliance	Workforce	Adoption
<ul style="list-style-type: none"> <li>• Data structure</li> <li>• Clinical coding</li> <li>• Data presentation</li> <li>• Security</li> <li>• Messaging</li> <li>• Software accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Privacy regulations</li> <li>• Consent management policy</li> <li>• Compliance services</li> <li>• Electronic record licensing</li> </ul>	<ul style="list-style-type: none"> <li>• Care provider workforce development</li> <li>• Health IT workforce development</li> <li>• Professional networks</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaigns</li> <li>• Professional accreditation</li> <li>• Engagement forums</li> <li>• Procurement standards</li> </ul>



# Identifying the gaps Refining the vision

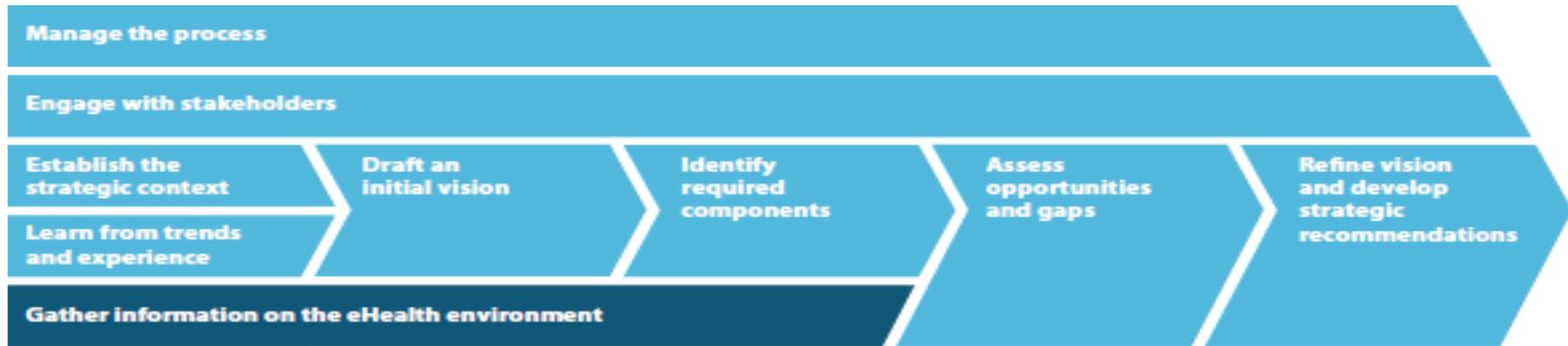
Day 2 Session 5

# Toolkit topics

- Day 2
- Session 5

<b>10</b>	<b>Gather information on the eHealth environment</b>
10.1	Investigate the current eHealth environment <ul style="list-style-type: none"> <li>• leadership and governance</li> <li>• strategy and investment</li> <li>• services and applications</li> <li>• infrastructure</li> <li>• standards and interoperability</li> <li>• legislation, policy and compliance</li> <li>• workforce.</li> </ul>
<b>11</b>	<b>Establish the strategic context</b>
11.1	Assess existing eHealth components against required components
<b>12</b>	<b>Refine vision and develop strategic recommendations</b>
12.1	Adjust scope and focus
12.2	Refine the initial eHealth vision
12.3	Develop strategic recommendations
12.4	Gain endorsement and communicate national eHealth vision and strategic recommendations

# 10. Gather information on the eHealth environment



## Gather information on the eHealth environment

Assess the current eHealth environment to see what already exists or is planned.

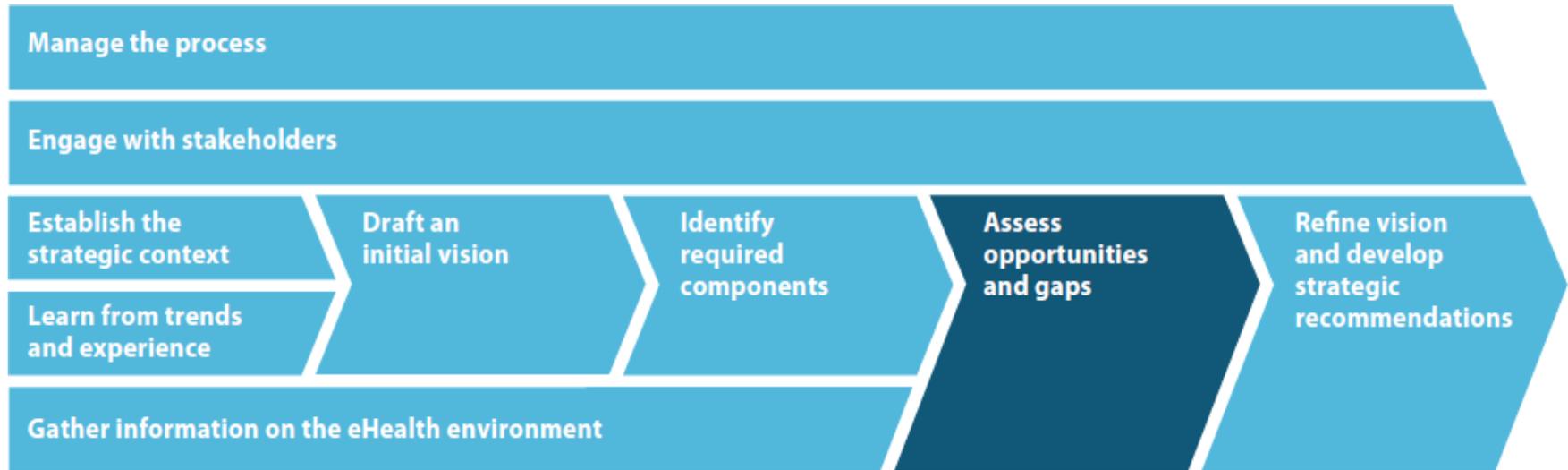
### Outputs

- Description of the existing or planned eHealth components that can be used to identify opportunities for re-use and sharing
- Gaps to be addressed in the eHealth action plan.

# An example eHealth component: standards and interoperability

- What work has been done on establishing standards for:
  - health datasets using consistent data structures
  - the exchange of structured health data
  - Unique identifiers: individuals, organisations?
- Common clinical terminologies?
- Agreed interoperability requirements and standards?
- Accreditation standards for services and applications?
- Scope of work of interoperability standards bodies?
- Have there been eHealth standards or interoperability initiatives that have failed or stalled? If so, what were the primary reasons?

# 11. Assess opportunities and gaps



## Assess opportunities and gaps

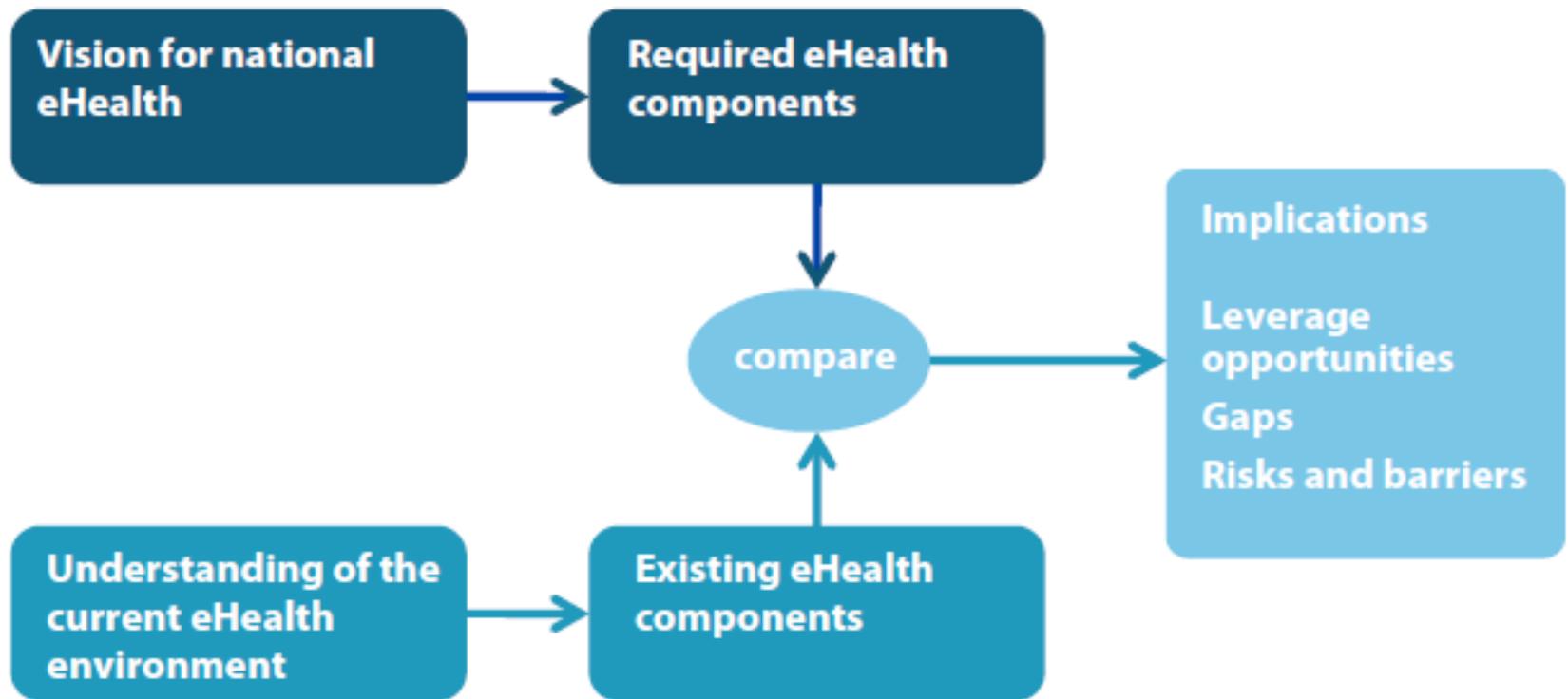
This critical step analyzes opportunities, gaps and barriers to realizing the eHealth vision, and may require external assistance.

### Outputs

- Existing eHealth components that might be re-used or shared
- eHealth components that do not exist and need development
- Risks and barriers associated with opportunities and gaps

# Compare and analyze

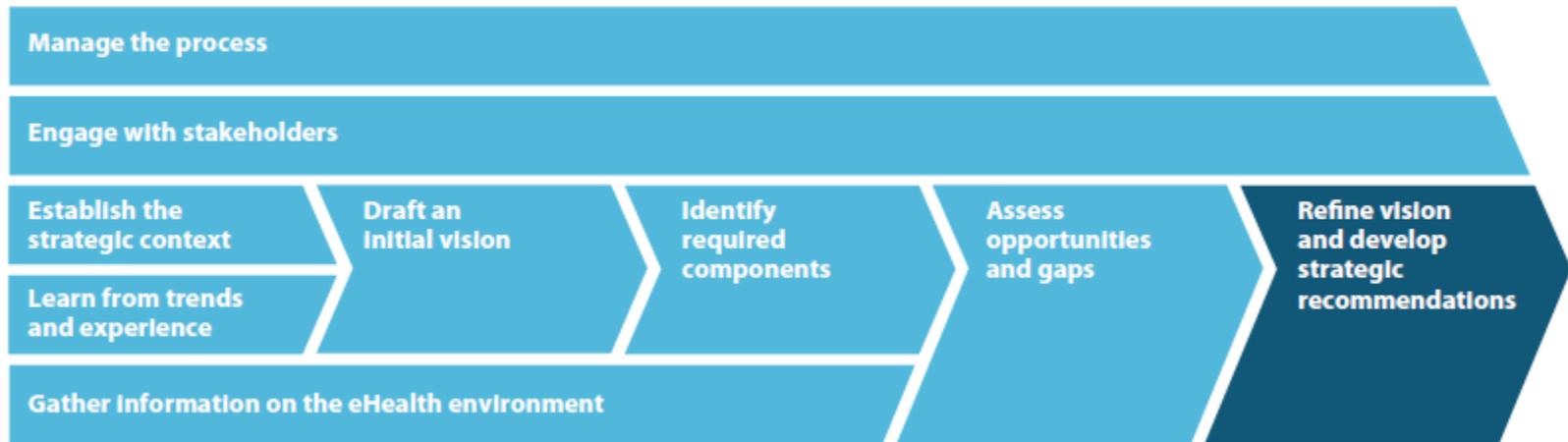
Identifying leverage opportunities, gaps, risks and barriers



## Identifying gaps: questions to ask

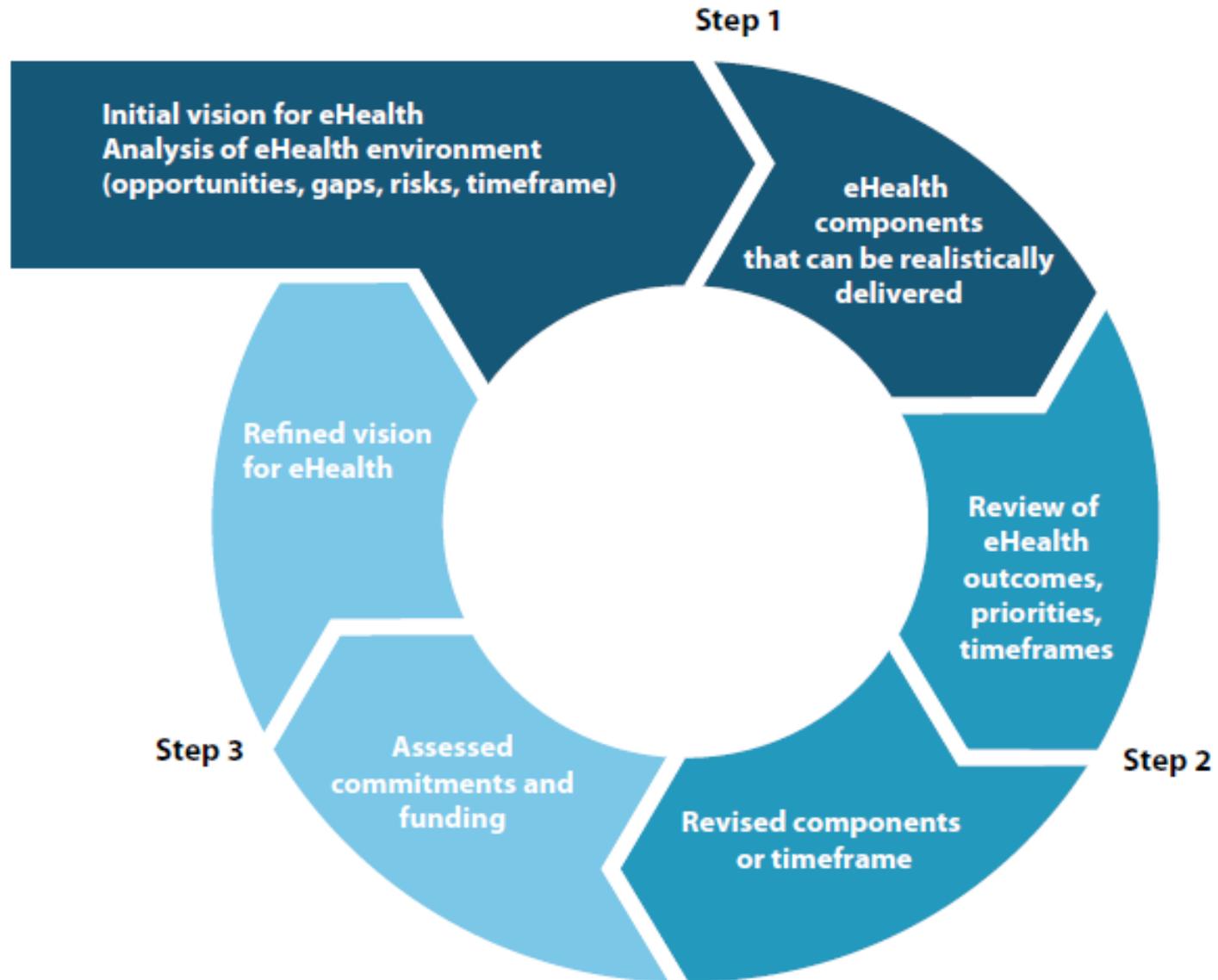
- Which required eHealth components in the draft vision have no existing or adequate components to build on?
- What investment in components will be required?
- What activities need to occur as part of this investment?
- Does undertaking these activities depend on any other investment (e.g. legislation, funding, policy, etc.)?
- What would be the broad timeframes and costs for making this investment?
- Which stakeholders should be consulted in designing, implementing and operating these investments?

# 12. Refine vision and develop strategic recommendations



- The vision is refined to be realistic, practical and achievable, and communicated to stakeholders.
- There is a high-level view of the main components, and the rationale for their selection.

# Steps for refining the eHealth vision



## 12.4 Gain endorsement and communicate national eHealth vision and strategic recommendations

- Present to and obtain endorsement from decision-makers
- Publish to broader stakeholders and public, with education and awareness building, responding appropriately to views, opinions and feedback
- Public input may also trigger adjustment to some aspect of the vision or recommendations

# National eHealth vision: review of the method

1. Manage the process
2. Engage with stakeholders
3. Establish the strategic context
4. Learn from trends and experience
5. Draft an initial vision
6. Identify required components
7. Gather information on the eHealth environment
8. Assess opportunities and gaps
9. Refine the vision and develop strategic recommendations
10. Gain endorsement and communicate national eHealth vision and strategic recommendations

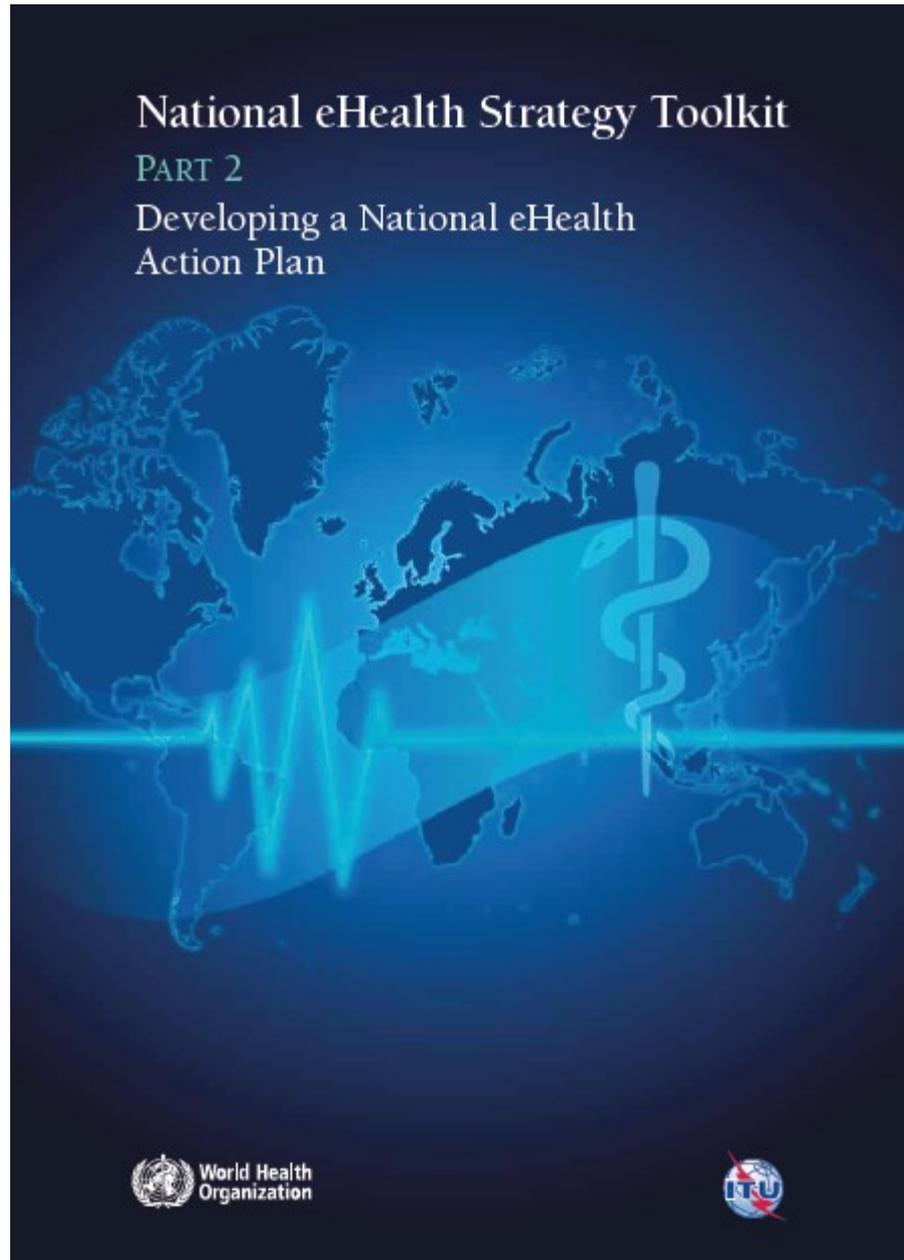
# Regional eHealth Strategy: discussion of key issues

Jyotsna Chikersal

Day 2 Session 6

# Developing eHealth action lines

Day 2 Session 7



# Toolkit Topics

- Day 2
- Session 7

## 1 Framework for an action plan

- 1.1 eHealth action lines
- 1.2 Resources
- 1.3 Strategic phases
- 1.4 Suggested structure

## 2 Developing the national eHealth action plan: overview

- 2.1 eHealth action lines
- 2.2 Engage with stakeholders
- 2.3 Develop eHealth action lines
- 2.4 Develop an integrated action plan
- 2.5 Determine high-level resource requirements
- 2.6 Apply funding constraints to refine plan
- 2.7 Define implementation phases

## 3 Manage the process

- 3.1 Health leadership and support
- 3.2 Governance structure and mechanisms
- 3.3 Ensure the required skills and expertise are present
- 3.4 Determine the timeline

## 4 Engage with stakeholders

- 4.1 The role of government
- 4.2 Identify the stakeholders
- 4.3 Identify stakeholder roles
- 4.4 Plan approach to stakeholder groups
- 4.5 Define where stakeholder consultation will occur

## 5 Develop eHealth action lines

- 5.1 Define main action lines
- 5.2 Assign outputs to action lines
- 5.3 Identify the activities required to deliver the outputs
- 5.4 Identify additional change and adoption activities
- 5.5 Identify dependencies between activities
- 5.6 Develop individual plans for each action line
- 5.7 Identify risks associated with the delivery of action line plans
- 5.8 Refine eHealth action lines (optional)

# 1. Framework for an action plan

## Action lines

- Action lines
- Outputs
- Activities and dependencies
- Risks and challenges

## Resources

- Skills and expertise
- High-level resources
- Funding requirements

## Strategic phases

- Implementation phases
- Strategic focus
- Implementation targets

- The national action plan is based on groups of activities, or action lines, that provide a high-level view of the major areas of work
- The quality, cost and availability of resources (local or international) will affect the scope, timing and delivery of activities
- Phases and targets shape the feasibility of the plan and should be understood stakeholders

## 2. Developing the national eHealth action plan: overview



- An initial plan is drafted based on the vision and recommendations developed in Part 1
- The draft is refined based on constraints (such as resources and funding) and the eHealth environment
- This approach ensures that the plan is grounded in the current context, but is not overly constrained

## 3. Manage the process



Core team ensures that the eHealth action plan is developed in a structured and timely manner, with stakeholder engagement.

## 4. Engage with stakeholders



### Engage with stakeholders

Stakeholders who will be responsible for implementation of the action plan should be involved in its development, to ensure feasibility and support as the plan is rolled out.

### Outputs

- Stakeholders broadly accept and support the action plan for eHealth

## 5. Develop eHealth action lines



### Develop eHealth action lines

- Group the activities required to deliver the national eHealth vision
- Identify broad action lines, which form the basis of the eHealth action plan.

### Outputs

- An indicative plan for each eHealth action line: outputs, activities, dependencies, timings and risks

## 5.1 Define main action lines

Action Line	Example characteristics
Foundations	<ul style="list-style-type: none"><li>eHealth components that secure national information exchange and/or are more cost-effective if done once at a national level.</li></ul>
Solutions	<ul style="list-style-type: none"><li>eHealth components that access, interact with and use national foundations and infrastructure to access and share information.</li></ul>
Change and adoption	<ul style="list-style-type: none"><li>Motivate and support the health system, establish incentives, and needed changes in work practices.</li></ul>
Governance	<ul style="list-style-type: none"><li>Coordination, visibility, structures, mechanisms for accountability and effective leadership.</li></ul>

## 5.2 Assign outputs to action lines

### Strategic recommendation: implement a unique national health identification service

Foundations	Solutions	Change and adoption	Governance
<ul style="list-style-type: none"> <li>• National Health identifiers service established</li> <li>• Standards approved</li> <li>• Privacy legislation introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Vendors support national identifiers in their products.</li> <li>• Software accreditation established</li> </ul>	<ul style="list-style-type: none"> <li>• Health providers, and consumers, support the introduction of the service</li> <li>• Accredited software in use</li> </ul>	<ul style="list-style-type: none"> <li>• Oversight mechanisms established</li> <li>• Funding secured to develop and operate the national health identifiers service</li> </ul>

## 5.3 Identify activities required to deliver the outputs

High-level activities are **strategically important projects**, initiatives or other actions required to deliver an output, rather than detailed activities and tasks. Activities are the basis of an action plan and should be defined as to their scope, timing and dependencies.

Elements	Description
Scope	High-level understanding, in terms of outputs of activity
Duration	High-level estimate of the duration of each activity
Dependencies	High-level relationships between activities that influence start/complete times

## 5.5 Identify dependencies between activities

Dependencies are for three main reasons:

- *Timing*. Some activities may be unable to start, or finish, until others have finished;
- *Resources*. Can constrain the number of activities that can be delivered at any one time.
- *Change*. The health system's capacity to absorb change may limit the number of activities that realistically can be delivered at any one time.

Dependencies will exist between activities in the same action line as well as activities in other action lines.

# 5.6 Develop individual plans for each action line

Outputs	Year 0	Year 3	Year 6	Year 10			
Identification and Authentication	Implement UHI service	Operate UHI service					
	Implement NASH service	Operate NASH service					
Information Protection	Agree and adopt the NHIRF						
National E-Health Information Standards	Define standards development process	Reporting datasets					
	Electronic prescriptions				Event summaries & notifications	Care plans	
	Test orders/results				Medications decision support	Chronic disease management	
	Referrals				Test orders decision support	Telehealth	
	IEHR						
	Terminologies						
	Secure messaging						
	Implement and enhance standards						
	Develop new standards						
	Computing Infrastructure and Core Systems				Determine State/Territory funds allocation	Establish and refresh Infrastructure	
Define accreditation requirements		Implement accreditation requirements					
National Broadband Services	Extend fit-for-purpose broadband services to all care providers						

## 5.7 Identify risks associated with the delivery of action line plans

Risks focus on those aspects of the environment that reduce or limit the ability of an activity, or set of activities, to achieve a particular output.

*Examples of leadership and governance risks (not exhaustive)*

Type of risk	Description
Lack of high profile leadership	eHealth requires high profile leadership that will provide top-level, sustained vision and commitment throughout the programme.
Conflicting agendas	Decision-makers at different levels of government or health sector with conflicting agendas may be unable to agree on implementation approach.

# Methodology summary

Stage	Activities	Outputs
Manage the process	<ul style="list-style-type: none"> <li>• Check leadership &amp; governance</li> <li>• Ensure required skills present</li> <li>• Agree timelines for action plan</li> </ul>	Timely delivery of an action plan for implementation
Engage with stakeholders	<ul style="list-style-type: none"> <li>• Clarify government's role in developing the action plan</li> <li>• Identify stakeholders and roles</li> <li>• Stakeholder engagement plan</li> </ul>	Pragmatic action plan for eHealth broadly endorsed by stakeholders
Develop eHealth action lines	<ul style="list-style-type: none"> <li>• Define main action lines and activities to deliver outputs</li> <li>• Identify change and adoption activities</li> <li>• Identify dependencies and risks</li> <li>• Action plans for each line</li> </ul>	A set of action lines to take forward

## Breakout: action lines

- In groups, given the outcomes that you want to achieve to improve women's and children's health (from the previous breakout), discuss what strategically important projects (up to 3) will need to be delivered for each of the four action lines.

eHealth Outcome	Foundation Projects	Solutions	Change and adoption	Governance
1				
2				

# Integrated action planning: resources required, applying constraints, and implementation planning

Day 2 Session 8

# Toolkit topics

- Day 2
- Session 8

- 6 Develop an integrated eHealth action plan
  - 6.1 Draft action plan
  - 6.2 Check alignment with health system priorities and stakeholder expectations
  - 6.3 Identify delivery risks
  - 6.4 Refine action plan to improve alignment with strategic Priorities

- 7 Determine high-level resource requirements
  - 7.1 Identify the skills and expertise required
  - 7.2 Identify national skill and expertise constraints
  - 7.3 Determine the approach to securing the required skills and expertise
  - 7.4 Estimate the magnitude of funding required to deliver the action plan

- 8 Apply funding constraints to refine plan
  - 8.1 Determine the potential availability of funding
  - 8.2 Agree on options to refine action plan
  - 8.3 Refine action plan
  - 8.4 Revise national eHealth vision to reflect changes arising from the availability of funding

- 9 Define implementation phases
  - 9.1 Identify the logical implementation phases
  - 9.2 Define stakeholder communication messages for each phase
  - 9.3 Describe the targets for each implementation phase

## 6. Develop an integrated action plan



### Develop an integrated action plan

Individual plans for each action line are integrated to form a holistic action plan, aligned with national priorities, stakeholders and funders.

### Outputs

- A refined national action plan that addresses priorities and reduces or mitigates identified delivery risks

## 6.1 Draft action plan

Consider:

- *Interdependencies*: between activities dependent on activities occurring in other action lines
- *Risks*: risks identified may require new activities or changes to the scheduling

The plan should capture:

- the action lines that collectively make up the national action plan
- the outputs that each action line is seeking to deliver
- the individual activities in each action line
- the duration and timing of activities.

# Sample consolidated work plan for an eHealth action plan

eHealth activity area		Year 0	Year 3	Year 6	Year 10	
Foundations	UHI	Implement service	Operate UHI service			
	NASH	Implement service	Operate NASH service			
	NHIRF	Agree and adopt the NHIRF				
	E-Health Standards	Define high priority EHealth solution standards	Develop new standards			
		Implement consistent standards process	Implement and enhance standards			
	Physical Infrastructure	Extend broadband coverage				
Set State/Territory Funds Allocation		Establish and refresh Infrastructure		Maintain Infrastructure		
Set accreditation requirements		Implement accreditation requirements				
E-Health Solutions	Development fund	Establish fund	Foster development of high priority solutions			
	Compliance	Establish compliance function	Operate certification process		Embed compliance into existing health sector regime	
	Solutions Infrastructure	Establish portals	Rationalise and validate sources			
			Prescriptions service			
	High Priority Solutions	Electronic information sharing solutions				
		Service delivery tools				
		Information sources				
Change and Adoption	Awareness Campaigns	Define awareness programmes	Rollout awareness programmes			
	Incentive Programmes	Define incentive regime	Rollout Incentives			
	Professional Accreditation	Professional practice standards	Set accreditation requirements	Agree and implement new accreditation requirements	Accredit care providers and care provider organisations against new requirements	
	Education and Training	Define professional development programmes				
			Implement changes to education and training programmes		Enhance education and training programmes	
Engagement Forums	Establish reference groups	Consult with reference and working groups				
Governance	National E-Health Entity	Establish national E-Health entity				
	E-Health Regulation		Establish E-Health regulatory function			

# 7. Determine high-level resource requirements



## Determine high-level resource requirements

The focus now shifts to understanding the skills, expertise and magnitude of funding required.

### Outputs

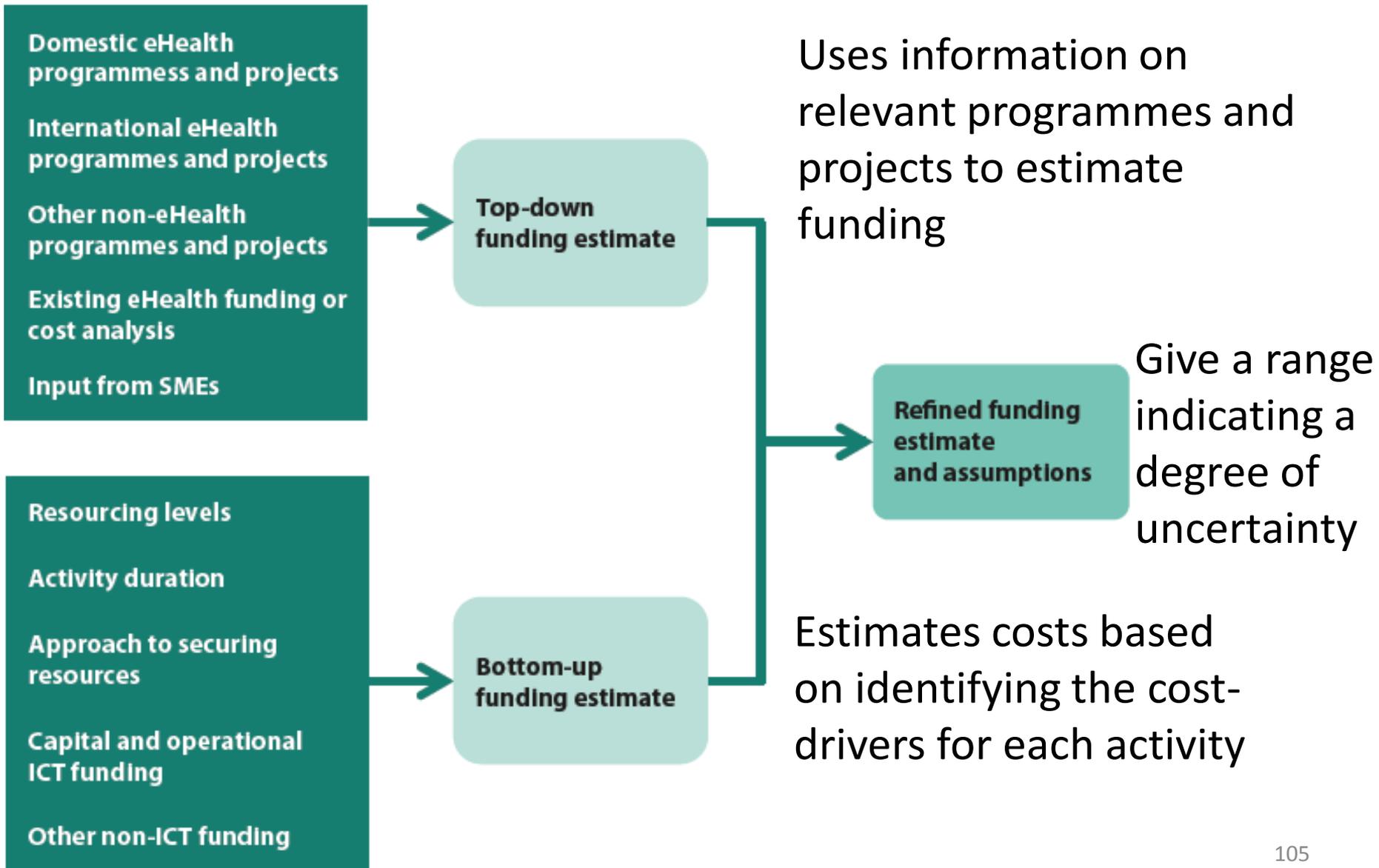
- The resource requirements, and the approach to securing them

## Approaches to securing skills and expertise

Approach	Description	Examples
Recruit	Directly recruited from the market place	<ul style="list-style-type: none"> <li>• Direct employment or hire</li> </ul>
Contract	Contracted from 3 <sup>rd</sup> party providers	<ul style="list-style-type: none"> <li>• Professional services firms</li> <li>• Technology vendors</li> </ul>
Partner	Available through relationships with other public and private organisations	<ul style="list-style-type: none"> <li>• Alliances</li> <li>• Partnerships, including PPPs</li> <li>• Sectoral relationships</li> </ul>
Develop	Existing policies	<ul style="list-style-type: none"> <li>• Education and training programmes</li> </ul>

In deciding the approach, consider timing, duration, government policy, availability and ownership.

# Suggested approach to estimating funding requirements



## 8. Apply funding constraints to refine plan



### **Apply funding constraints to refine plan**

Assess the financial resources available for implementation from a magnitude and timing perspective.

### **Outputs**

- A refined action plan that takes the availability of funding into account
- The implications for the national eHealth vision will also be identified

## 8.1 Determine the potential availability of funding

Considerations	Description	Examples
Funding sources	Potential funders of the action plan	<ul style="list-style-type: none"> <li>• Government departments</li> <li>• NGOs; development agencies</li> <li>• Development banks</li> <li>• Vendors</li> </ul>
Funding mechanisms	Procedures for securing funds	<ul style="list-style-type: none"> <li>• Direct funding</li> <li>• Donation</li> <li>• Loan</li> <li>• Public-private partnership</li> </ul>
Magnitude	Size from source	<ul style="list-style-type: none"> <li>• High-level range</li> </ul>
Timing	Availability	<ul style="list-style-type: none"> <li>• Short – medium – long term</li> </ul>
Conditions	Requirements to secure funding	<ul style="list-style-type: none"> <li>• Health outcomes</li> <li>• Health system improvement</li> <li>• Infrastructure development</li> </ul>

## 8.4 Revise national eHealth vision to reflect changes arising from the availability of funding

- At this point a decision has been made regarding which activities will and will not be undertaken given the funding
- This will have an impact on the national eHealth vision, and on the health system goals and challenges that the vision was developed to support
- The output of this step will be an updated national eHealth vision, which reflects the realities of the probable funding for eHealth

## Breakout: integrated action plans

- In groups, assess where the funds will come from to deliver the strategically important foundation and solutions projects needed to deliver two outcomes.

eHealth Outcome	Foundation Projects	Funding	Solutions	Funding
1				
2				

# 9. Define implementation phases



## Define implementation phases

Implementation phases can be used to define targets for each phase and communicate clearly the often complex content of the action plan.

## Outputs

- A set of implementation phases, associated targets and communication messages for the action plan

## 9.3 Describe the targets for each implementation phase

### *Illustrative implementation targets for consumers for a Connect and Communicate phase*

- Consumers will begin to be able to be uniquely identified by the health sector through the roll out of Unique Health Identifiers.
- The national Consumer Health Portal has been implemented and consumers are beginning to use this as one of their primary. online sources of health information to assist in their care.
- 20% of consumers have access to a limited form of electronic health record.

# Methodology summary (continued)

Stage	Activities	Outputs
Develop an integrated action plan	<ul style="list-style-type: none"> <li>• Draft action plan</li> <li>• Check alignment</li> <li>• Identify delivery risks; refine</li> </ul>	<ul style="list-style-type: none"> <li>• Aligned action plan with risk management</li> </ul>
Determine high-level resource needs	<ul style="list-style-type: none"> <li>• Identify skills and constraints</li> <li>• Plan to secure skills</li> <li>• Estimate funding required</li> </ul>	<ul style="list-style-type: none"> <li>• Skill and resource acquisition plan</li> </ul>
Apply funding constraints	<ul style="list-style-type: none"> <li>• Determine funding available</li> <li>• Refine the action plan</li> <li>• Refine the vision</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and vision refined in light of funding</li> </ul>
Determine implementation phases	<ul style="list-style-type: none"> <li>• Agree stakeholder communication</li> <li>• Describe targets</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation phases and targets for plan</li> </ul>

# Review and discussion

# eHealth monitoring and evaluation framework, indicators and governance

Day 3 Session 9

# National eHealth Strategy Toolkit

PART 3

Monitoring and Evaluation



# Toolkit topics

- Day 3
- Session 9

<b>1</b>	<b>eHealth monitoring and evaluation framework</b>
1.1	Indicators for eHealth
1.2	Indicator measures
1.3	Governing monitoring and evaluation
1.4	Suggested structure

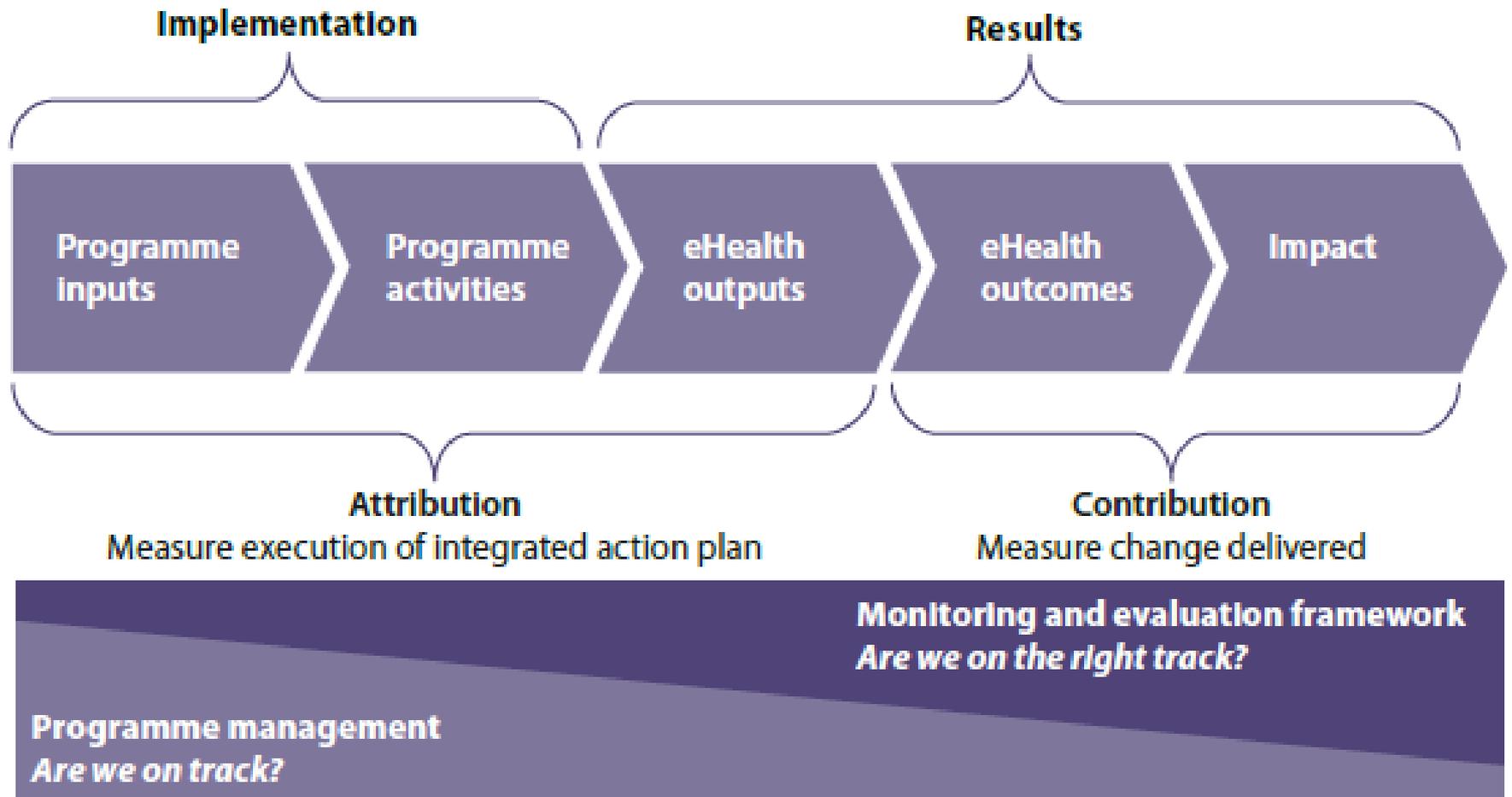
<b>2</b>	<b>Developing an eHealth monitoring and evaluation framework: overview</b>
2.1	Define indicators for eHealth
2.2	Define baseline and target measures for indicators
2.3	Define supporting governance and processes

<b>3</b>	<b>Define indicators for eHealth</b>
3.1	Identify priority stakeholders
3.2	Review eHealth outcomes for priority stakeholders
3.3	Identify eHealth outputs that will lead to these outcomes
3.4	Review and confirm focus areas with priority stakeholders
3.5	Define eHealth output and outcome indicators

<b>4</b>	<b>Define baseline and target measures for indicators</b>
4.1	Determine national monitoring and evaluation timeframes
4.2	Identify baseline measures for each indicator
4.3	Define target measures for eHealth output indicators
4.4	Define target measures for eHealth outcome indicators

<b>5</b>	<b>Define supporting governance and processes</b>
5.1	Define a governance model for national monitoring and evaluation
5.2	Define a process for national monitoring and evaluation

# Results-based management



# 1. eHealth monitoring and evaluation framework

## Elements of an eHealth monitoring and evaluation framework

### Indicators

- Stakeholders
- eHealth outcomes
- eHealth outputs
- Output and outcome indicators

Indicators  
for monitoring  
and evaluation

### Measures

- Monitoring and evaluation timeframes
- Baseline measures
- Target measures

Baseline and  
target measures  
for indicators

### Governance

- Governance structures, functions and processes

Governance  
and processes

- Monitoring and evaluation demonstrates progress and the results that eHealth is delivering.
- Communicating progress and results shows the impact of investment, and builds trust and support.

## 2. Developing an eHealth monitoring and evaluation framework: overview



### 2.1 *Indicators*

eHealth output and outcome indicators that show the results that eHealth delivers

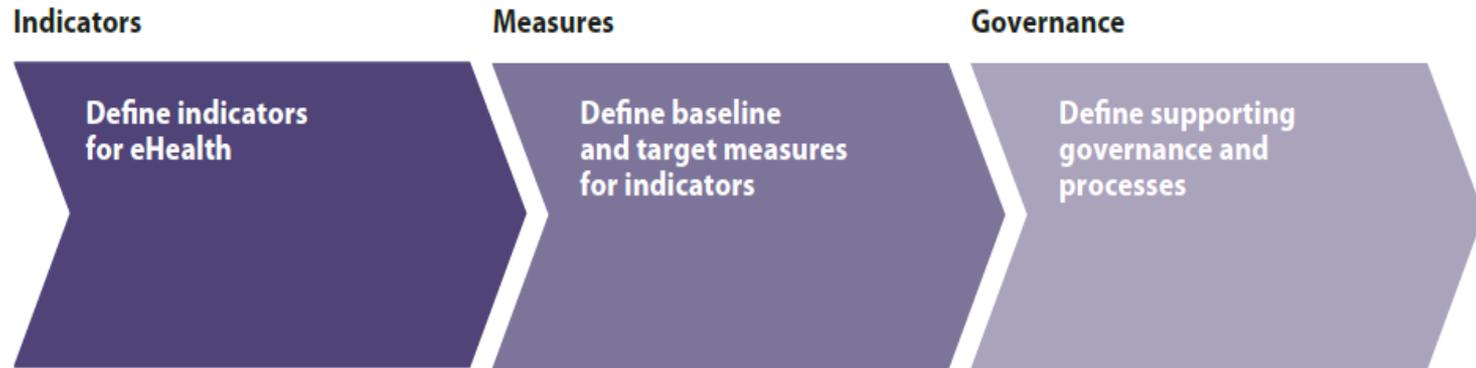
### 2.2 *Measures*

Baseline and target measures for each indicator

### 2.3 *Governance*

Processes for monitoring and evaluation of eHealth adoption and associated results

## 3. Define indicators for eHealth



### Measures

This step defines the indicators that will be monitored and the outcomes that will be evaluated during implementation of the action plan.

### Outputs

- eHealth output indicators, to measure adoption and take up of eHealth
- eHealth outcome indicators, to measure results for stakeholders that arise from adoption and use of eHealth

## 3.1 Identify priority stakeholders

- Determine the priority health and non-health stakeholders for whom it is important to demonstrate eHealth outcomes.
- Stakeholders can include:
  - direct beneficiaries
  - bodies with requirements for monitoring progress and results of investment.

## 3.4 Review and confirm focus areas with priority stakeholders

- Review, with stakeholders, the relative importance of different eHealth outcomes and outputs for monitoring and evaluation.
- This step also provides an opportunity to:
  - build stakeholder support
  - gather stakeholder input on indicators that could be used
  - communicate the expected outcomes relevant to stakeholders.

# Examples of eHealth outcomes and associated eHealth outputs

Stakeholder	eHealth outcomes	Associated eHealth outputs
Consumers	Improve the ability of consumers located in rural and remote locations to access primary care services, and reduce the need to travel large distances to access care	<ul style="list-style-type: none"><li data-bbox="1110 464 1864 692">• Fit-for-purpose data/telecommunications connectivity established to rural and remote communities</li><li data-bbox="1110 714 1864 821">• National telemedicine service established</li><li data-bbox="1110 842 1864 1071">• Fit-for-purpose computing/access infrastructure deployed to rural and remote communities</li><li data-bbox="1110 1092 1864 1320">• Telemedicine education and awareness programmes delivered to rural and remote communities</li></ul>

## 4. Define baseline and target measures for indicators



### Measures

Baseline measures provide a starting point and assist in defining realistic targets, which allow measurement of progress.

### Outputs

- Indicator monitoring and evaluation timeframes
- Agreed baseline and target measures for eHealth output and outcome indicators

# Outcome and output indicators, baseline and target measures – for consumers

Stakeholder	eHealth outcome indicators	Baseline measure (%)	Target measures (%)		
			3 Years	6 Years	10 Years
Consumers	<ul style="list-style-type: none"> <li>Percentage increase in the number of primary care-related consultations conducted via telemedicine.</li> </ul>	0	20	40	50

Stakeholder	eHealth output indicators	Baseline measure (%)	Target measures (%)		
			3 Years	6 Years	10 Years
Consumer	<ul style="list-style-type: none"> <li>Percentage of rural and remote communities that have access to fit-for-purpose data/ telecommunications connectivity.</li> </ul>	35	60	80	95
	<ul style="list-style-type: none"> <li>Percentage of rural and remote communities that have access to computing/access infrastructure.</li> </ul>	5	30	50	70
	<ul style="list-style-type: none"> <li>Percentage of rural and remote communities that have been educated regarding the availability and benefits of the national telemedicine service.</li> </ul>	0	30	50	70

# Breakout: monitoring and evaluation

- For women's and children's health services, STEP 1: take one eHealth outcome and identify one relevant stakeholder group for it (from the previous breakout sessions). STEP 2: Then identify associated baseline and target measures. STEP 3: Develop indicators for the output of strategically important Foundation and Service action line projects that will enable the eHealth outcomes to be delivered by. STEP 4: Suggest some baseline and target measures for the output indicators.

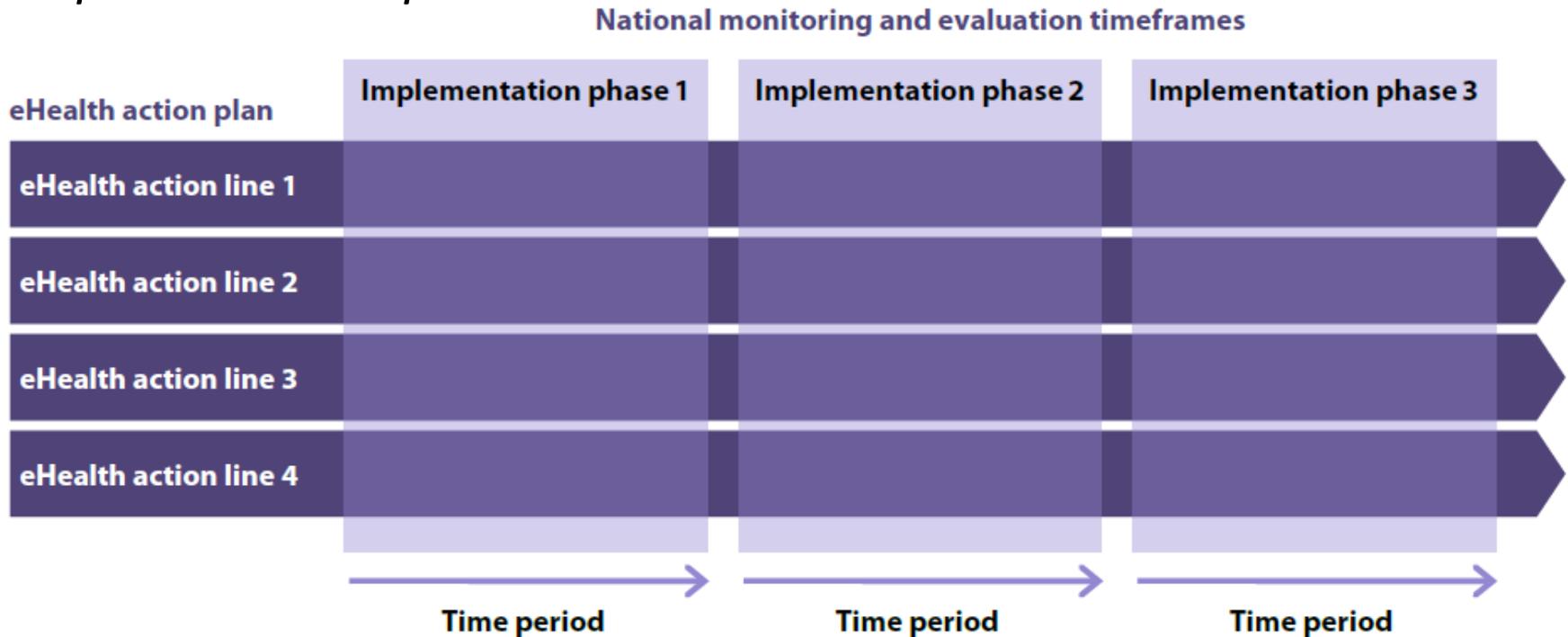
**eHealth outcome** \_\_\_\_\_

eHealth outcome indicator	Stake holder	Baseline measure	Target measures Year 3	Target measures Year 6

eHealth output indicator	Stake holder	Baseline measure	Target measures Year 3	Target measures Year 6
Foundations				
Services				

## 4.1 Determine national monitoring and evaluation timeframes

*Aligning national monitoring and evaluation timeframes with implementation phases*



A set of consistent timeframes should be defined for all indicators, but may not always be possible due to the nature of a particular indicator.

## 5.1 Define a governance model for national monitoring and evaluation

*Example functions for governing national monitoring and evaluation – typically a specialized role separate from programme management*

Function	Purpose	Responsible Party
Expert support	Expertise in monitoring, analysis and evaluation of results of eHealth adoption	Health Dept subject matter experts; 3 <sup>rd</sup> party organisations; NGOs; international agencies
Research	Complement monitoring with research expertise, with insights from national and international eHealth programmes	Health Department – research and policy units External research bodies International agencies (WHO, ITU etc.)

## 5.2 Define a process for national monitoring and evaluation

Describes the process for monitoring and evaluation during the implementation of the action plan, including the governance.



# Regional eHealth strategy feedback

Jyotsna Chikersal

Day 3 Session 10

# National eHealth Strategy: Planning and Coaching

Day 3 Session 11

## Plans for preparing eHealth strategies: presentation preparation

- Country Groups are to consider how they agree a timetable for eHealth strategy development, focusing on Women's and Children's health, over the next 12 months. This is to include:
  - Stakeholder engagement
  - Strategic context
  - Agreeing the Vision and eHealth Outcomes
  - Action Plans, in particular for the action lines of
    - Foundations
    - Solutions
- What actions will you take in the next 1 month?
- Country Groups are asked to make a 5 minute presentation

# **Workshop Review Concluding Remarks**

# A last note on strategy

- Each country will approach the process in their own way
- The Toolkit can be used comprehensively, but can also be tailored to the context
- Changes in the context should trigger a review of the action plan, to remain relevant and realistic
- Be practical, and go step-by-step for best results

# Towards 2015

- ***Number of countries with national eHealth strategies*** is an indicator for the World Health Assembly
- Key Activities
  - Training packages and regional, country support
  - Roster of consultants, from every region
  - Raise awareness, improve capabilities
- Report progress via Global Observatory for eHealth
- Regional networks are a valuable resource for sharing experience and knowledge

# The biggest umbrella in the world

