

Elements for successful implementation	Structure
Meets organizational needs	<p>Executive leaders are engaged in work to enhance specialty care access.</p> <p>Executive leaders and key stakeholders can articulate goals for eConsult program</p> <p>Executive leaders can identify gaps in access</p>
Executive Leadership support	<p>Identify key internal partners for implementation</p> <p>Identify and engage stakeholders for participation</p> <p>Dedicated program management team</p>
Clinical Champions/early adopters	<p>Clinical champions are involved in planning process</p> <p>Creation of specialty workgroups</p>
Efficient workflows	<p>Presence of PCMH-N elements (referral coordinators, team-care, cadre of specialists who agree with communication/coordination)</p>
Easy-to-use IT platform	<p>Identification of existing IT platform usability and limitations</p>
Payment models	<p>Payment models align with drivers for eConsult use</p>
Use of pilot study	<p>Agreement upon eConsult specialties and/or PCP groups</p> <p>Commitment to evaluation</p>

\*\*Phase 1 = pre-implementation; Phase 2 = during implementation; Phase 3 =

**Activities/Milestones**

**Operational/process measures**

Can articulate a vision for specialty care access.

eConsult pilots aligned with problem areas

Data pertinent to existing problem (i.e., if access: list of specialties with highest wait time; if poorly worded referrals, examples of such)

List of executive leaders responsible for project

List of external stakeholders involved in project.

Job description for eConsult program management team members.

List of clinical champions that includes both PCPs and specialists

Authorization of administrative time (as needed) to implement project deliverables.

Identification of work flow changes that need to occur to accommodate eConsult

Identification of eConsult software needs

Review of available technology and feasibility of purchase/implementation (as needed, depending on existing platform)

Identification of existing consult reimbursement practices in health system

Implementation of eConsult for few specialties/PCP groups.

Link evaluation metrics/measures back to problem that needs to be solved.

post-implementation; Phase 4 = sustaining phase

Deliverables/Milestones	Timeline/Phase**
<p>Mission statement for specialty care access Communication pieces and/or talking points for key stakeholders on how to articulate eConsult project -- what is the problem we are trying to solve with an eCR system?</p> <p>Statement linking eConsult system to strategic goals/priorities</p>	Phase 1
<p>Documentation of executive(s) roles/responsibilities and expectations Demonstration of commitment: development of MOUs and letters of intent, Business Associates Agreement to share information.</p> <p>Dedicated program management staff</p>	Phases 1- 4
<p>Definition of clinical champion role, with expectations. Documentation on how champions will empower front line providers/staff and contingency plans if there is staff turnover.</p>	Phase 1
<p>Process map of pre- and post- eConsult referral process to identify how eConsult has been embedded into operational flow.</p>	Phases 1 and 2
<p>Implementation of an eConsult platform and integration with EMR (as appropriate/desired) Development of technical assistance plan for providers (e.g., phone calls, handbooks, demonstrations/trainings).</p>	Phases 1 and 2
<p>Engagement with local health plan about eConsult financing for sustainability. Post-implementation review.</p>	Phases 1-4
<p>Identification of facilitators/barriers for pilot services before expanding; development of a tiered approach for onboarding additional specialties. List of metrics that the team will use to evaluate the program</p>	Phase 2