

Elements for successful implementation	Activities/Milestones			Timeline/Phase**
	Structure	Operational/process measures	Deliverables/Milestones	
Meets organizational needs	<ul style="list-style-type: none"> <li>Executive leaders are engaged in work to enhance specialty care access</li> <li>Executive leaders and key stakeholders can articulate goals for eConsult platform</li> <li>Executive leaders can identify gaps in access</li> </ul>	<ul style="list-style-type: none"> <li>Can articulate a vision for specialty care access</li> <li>eConsult pilots aligned with problem areas</li> <li>Data pertinent to existing problem (e.e., if access: list of specialties with highest wait time; if poorly worded referrals, examples of such)</li> </ul>	<ul style="list-style-type: none"> <li>Mission statement for specialty care access</li> <li>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?</li> <li>Statement linking eConsult system to strategic goals/priorities</li> </ul>	Phase 1
Executive Leadership support	<ul style="list-style-type: none"> <li>Identify key internal partners for implementation</li> <li>Identify and engage stakeholders for participation</li> <li>Dedicated program management team</li> </ul>	<ul style="list-style-type: none"> <li>List of executive leaders responsible for project</li> <li>List of external stakeholders involved in project</li> <li>Job description for eConsult program management team members</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of executive(s) roles/responsibilities and expectations</li> <li>Demonstration of commitment: development of MOUs and letters of intent, Business Associates Agreement to share information</li> <li>Dedicated program management staff</li> </ul>	Phases 1-4
Clinical Champions/early adopters	<ul style="list-style-type: none"> <li>Clinical champions are involved in planning process</li> <li>Creation of specialty workgroups</li> </ul>	<ul style="list-style-type: none"> <li>List of clinical champions that includes both PCPs and specialists</li> <li>Authorization of administrative time (as needed) to implement project deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Definition of clinical champion role, with expectations</li> <li>Documentation on how champions will empower front line providers/staff and contingency plans if there is staff turnover</li> </ul>	Phase 1
Efficient workflows	<ul style="list-style-type: none"> <li>Presence of PCMH-N elements (referral coordinators, team-care, cadre of specialist who agree with communication/coordination)</li> </ul>	<ul style="list-style-type: none"> <li>Identification of work flow changes that need to occur to accommodate eConsult</li> </ul>	<ul style="list-style-type: none"> <li>Process map of pre- and post- eConsult referral process to identify how eConsult has been embedded into operational flow</li> </ul>	Phases 1 and 2
Easy-to-use IT platform	<ul style="list-style-type: none"> <li>Identification of existing IT platform usability and limitations</li> </ul>	<ul style="list-style-type: none"> <li>Identification of eConsult software needs</li> <li>Review of available technology and feasibility of purchase/implementation (as needed, depending on existing platform)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an eConsult platform and integration with EMR (as appropriate/desired)</li> <li>Development of technical assistance plan for providers (e.g., phone calls, handbooks, demonstrations/trainings)</li> </ul>	Phases 1 and 2
Payment models	<ul style="list-style-type: none"> <li>Payment models align with drivers for eConsult use</li> </ul>	<ul style="list-style-type: none"> <li>Identification of existing consult reimbursement practices in health system</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with local health plan about eConsult financing for sustainability. Post-implementation review</li> </ul>	Phases 1-4
Use of pilot study	<ul style="list-style-type: none"> <li>Agreement upon eConsult specialties and/or PCP groups</li> <li>Commitment to evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of eConsult for few specialties/PCP groups</li> <li>Link evaluation metrics/measures back to problem that needs to be solved</li> </ul>	<ul style="list-style-type: none"> <li>Identification of facilitators/ barriers for pilot services before expanding; development of a tiered approach for onboarding additional specialties</li> <li>List of metrics that the team will use to evaluate the program</li> </ul>	Phase 2

\*\*Phase 1 = pre-implementation; Phase 2 = during implementation; Phase 3 = post-implementation; Phase 4 = sustaining phase

Implementation model adapted from [http://econsulttoolkit.com/wp-content/uploads/2018/01/Logic\\_Model\\_for\\_Implementation.pdf](http://econsulttoolkit.com/wp-content/uploads/2018/01/Logic_Model_for_Implementation.pdf)