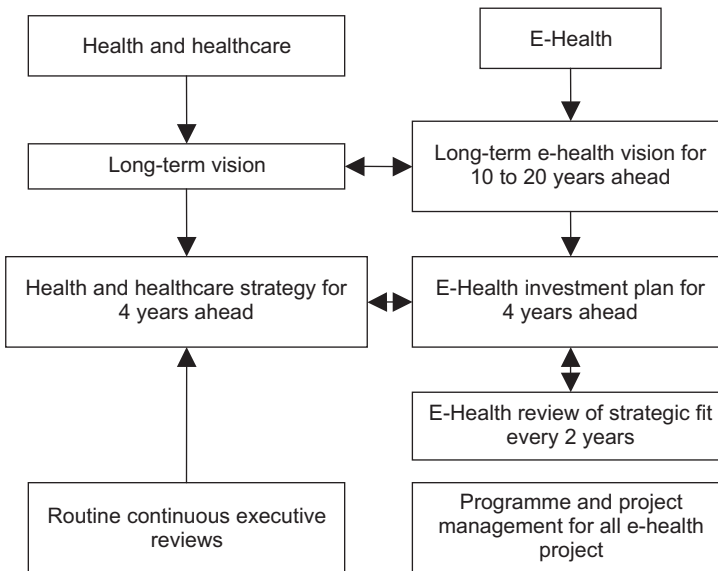


## CHAPTER 15

# Evaluation, Implementation, Review and Feedback

Evaluation, implementation, review and feedback should provide the links between e-health performance and progress, short-term goals, medium-term plans and long-term strategies. These aspects match the e-health jigsaw model in the methodology and template and enable the stages of implementation and feedback, as shown in Chart 7.

**Chart 7.** Illustrative fit of health and healthcare strategies and plans with e-health strategies and plans



The essential themes are integrating the short-term e-health activity with the long-term e-health vision and health strategy. The new e-health opportunities that you create can provide new opportunities for the health and healthcare vision and strategy. A review of the short-term fit to health and healthcare strategies every two years is essential, because e-health is a high-value, high-risk investment, and the strategic fit needs managing well. Regular reviews on a short-term timescale help to sustain the strategic integration (Stroetmann *et al.*, 2006). This is especially important for e-health projects that rely on small-scale implementation and trials. Prompt evaluations can lead to decisions to scale-up e-health projects, avoid costly and wasteful project drift and to

abandon failing projects promptly. This increases the emphasis on implementation and action. It also creates a knowledge base of e-health that succeeds and e-health that does not. This knowledge is essential to inform future e-health decisions.

As programme managers review progress, they can revise and update each section of the appropriate tables. Eventually, you will need a comprehensive review, probably after about two years, or earlier if major unexpected events have occurred. This feedback loop offers you a way to update your progress. From these, a reset e-health strategy will change costs, benefits and timescales for existing projects, and possibly abandon some completely. There may be a need to add new e-health priorities and projects to the e-health strategy, with a new e-health investment plan rolled forward.

The first stage of the review is to evaluate the impact that you have achieved. This could include a technical evaluation of the ICT and information standards, and a socio-economic evaluation of the relationship of all costs to all benefits over time. Both should reveal any changes needed. Achieving this relies on recognising that the e-health strategy and e-health investment plan are dynamic, changing documents. It is not essential to finalise every detail. Your plan can include evaluation and assessments scheduled for completion during the investment period, and so continue to inform e-health strategy and investment.

The aim is for you to identify the modest, affordable, practical steps to e-health development that can succeed within the available capacity. As this development moves ahead, it should create a cycle of increasing realism, success and investment in more e-health that advances the overall health and healthcare strategy. After each review, a new e-health road map can inform citizens and health workers.

When you use the workbook, please bear in mind that e-health is dynamic. Your tables are not a set of forms for completion all in one go. Policies, strategies and projects are always changing and developing, so your workbook is a way for you to decide how to drive it forward.