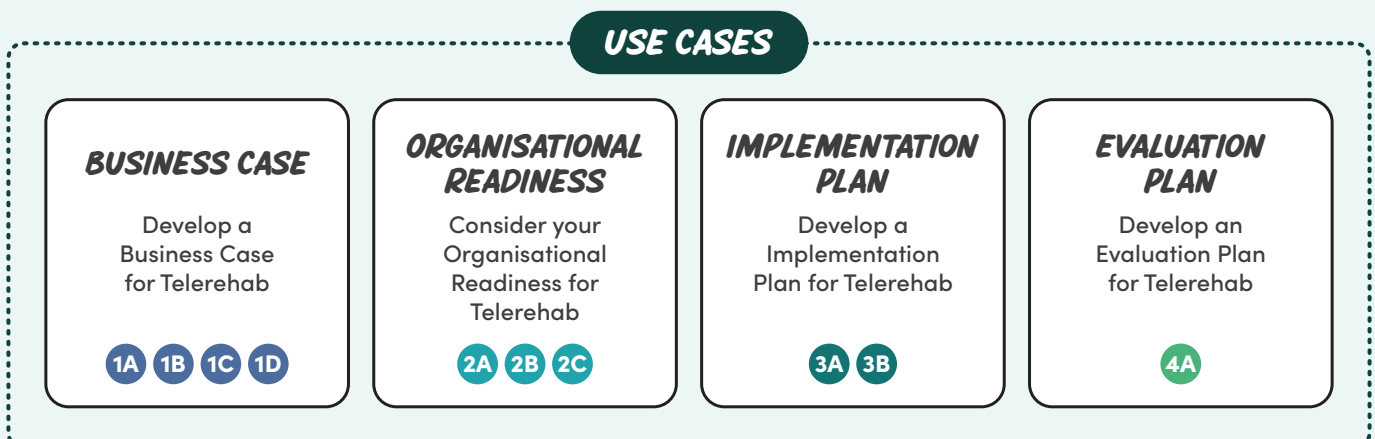
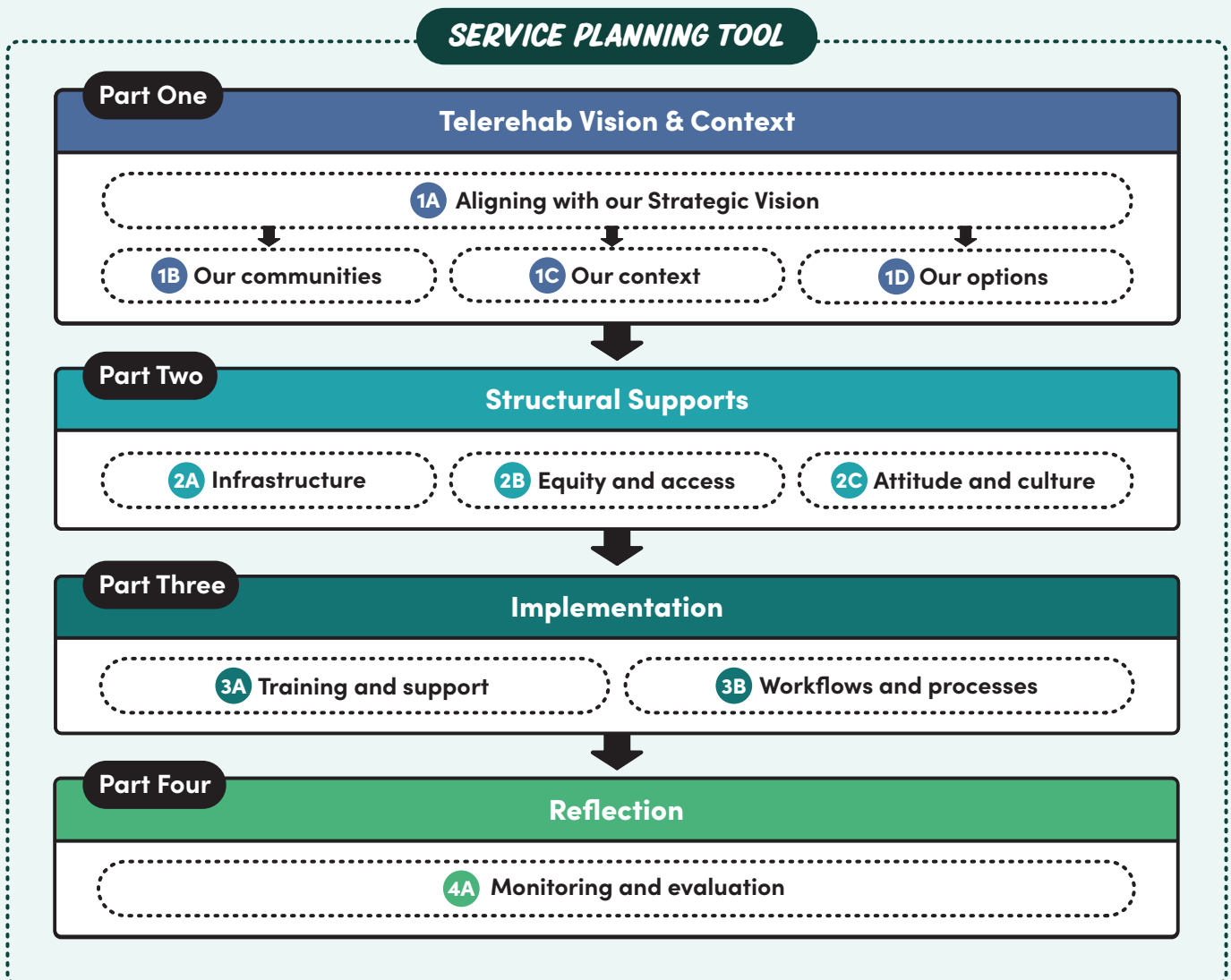


SERVICE PLANNING TOOL



Telerehab
Resources

This tool is here to help you and your team plan, implement, and strengthen your telerehabilitation offerings. Whether you're just getting started or already using telerehab in some way, this step-by-step guide will help you think through key areas to ensure a well-supported, equity-oriented, person-centred and culturally-responsive approach. It is structured by the following sections.



TELEREHAB VISION & CONTEXT

1A Aligning with our strategic vision

- ? What are our goals and aspirations and how might telerehab help us to achieve those goals?**
Consider organisational level goals (e.g. to meet the needs of an underserved population), operational level goals (e.g. to improve workflow and efficiency), and service level goals (e.g. to deliver flexible and responsive care to people and whānau).
- ? What gaps and challenges exist in our service provision?**
E.g. delayed access to community-based rehab, recruitment and retention of rural workforce) and how might telerehab help us to address those issues?
- ? What unmet needs are we trying to address?**
E.g. timely access to specialist input for rural and remote communities) and how might telerehab help us to meet those needs?
- ? What opportunities exist for drawing on telerehab to enhance provision of multidisciplinary rehabilitation?**
E.g. enabling input from team members who are geographically dispersed, enhancing communication with primary care providers, involving family or whānau in rehabilitation planning.
- ? In what other ways can telerehab help us to address our organisational goals and aspirations beyond clinical contacts with people and whānau?**
E.g. meeting our staff development goals, enabling team consults with specialists, supporting collaboration across urban and rural teams, liaison with relevant non-government organisations, improving access to mentoring or professional supervision opportunities.

1B Our communities

- ? What do we know and understand about the communities we serve to inform our telerehab service provision offerings?**
Consider demography, geographical dispersion, sociocultural needs, digital literacy, level of deprivation.
- ? What are the range of rehab needs people and whānau present with?**
What are the pros and cons of telerehab as a means of addressing those needs?
- ? Who might need to be involved in designing our telerehab offerings?**
E.g. service users, local iwi, community leaders, local champions.
- ? How will we check our assumptions about the needs and preferences of our service users as we proceed?**

TELEREHAB VISION & CONTEXT

1C Our context

- ❓ **What is our organisational and service context and how might that inform our telerehab offerings?**
e.g. Private/public? Primary/secondary/tertiary service? Urban/rural/remote?
Inpatient/outpatient/community?
- ❓ **What are our funding structures and how might that influence our telerehab offerings?**
E.g. Contract for services? Key performance indicators? Pay-for-service? Pay-for-outcome?
- ❓ **What do we know and understand about our workforce and how that might impact our telerehab offerings?**
E.g. Existing skills and capabilities? Professional regulations?
- ❓ **Who are our key delivery partners and what do we know about their appetite and capability for telerehab?**

1D Our options

- ❓ **What telerehab modes of delivery are already available to us?**
E.g. phone, text-messaging, video conferencing, apps, remote monitoring
- ❓ **What are the pros and cons of different telerehab modes of delivery?**
Consider our goals and aspirations, the communities we serve, and our current context.
- ❓ **What would different telerehab modes of delivery enable (or constrain)?**
- ❓ **What are the possible unintended effects of different options that we would need to be aware of and mitigate?**
- ❓ **What steps can we take to address gaps in the telerehab modes of delivery available to us?**
To address our goals and aspirations and meet the needs and preferences of the communities we serve.



STRUCTURAL SUPPORTS

2A Infrastructure

- ?** **What is the digital maturity of our organisation?**
Consider assessing yourself using the digital maturity scale provided by Greenhalgh et al., 2021¹ e.g. Level 1: Traditional (reactive), Level 2: Traditional with lone innovator (ad hoc, demonstration), Level 3: Digitally curious (experimenting), Level 4: Digitally embedded (learning and improving), Level 5: System-oriented (extending and spreading).
- ?** **What digital platforms exist?**
How might they be suited to the delivery of telerehab services? Consider ease of use, dependability, interoperability, privacy and security.
- ?** **What are the capabilities of our digital infrastructure?**
E.g. bandwidth, data, connectivity.
- ?** **How will we ensure access to appropriate physical spaces for telerehab sessions?**
E.g. ready access to teleconferencing rooms, private spaces for clinicians to connect, assessment of work from home spaces for the purpose of telerehab?
- ?** **What other equipment might be needed to support intervention delivery via telerehab?**
E.g. wide lens webcam to enable physical demonstrations, good microphone and speakers, recording capacity, dual screens?
- ?** **What other digital assets can be developed to support telerehab?**
E.g. organisational background images.
- ?** **What governance structures are in place for ongoing monitoring of benefits and costs of telerehab?**
- ?** **What regulatory frameworks need to be in place to support delivery e.g. privacy and security, health safety and well-being?**
- ?** **What steps can we take to ensure workforce planning aligns with desire to develop our telerehab offerings?**
E.g. in position descriptions and recruitment processes, appointment of support staff, strategic appointments to support policy development and implementation?
- ?** **Do we have a long-term strategy and vision for development of telerehab capabilities that can guide our ongoing investment?**

¹ Greenhalgh, T., Rosen, R., Shaw, S. E., Byng, R., Faulkner, S., Finlay, T., Grundy, E., Husain, L., Hughes, G., Leone, C., Moore, L., Papoutsis, C., Pope, C., Rushforth, A., Wherton, J., Wieringa, S., & Wood, G. W. (2021). Planning and Evaluating Remote Consultation Services: A New Conceptual Framework Incorporating Complexity and Practical Ethics. *Frontiers in Digital Health*, 3, 726095. <https://doi.org/10.3389/fgth.2021.726095>

STRUCTURAL SUPPORTS

2B Equity and Access

- ?** **How can you ensure an equity-oriented approach to service design, implementation and evaluation?**
Consider drawing on the equity-focused implementation process framework developed by Gustafson et al. 2024.²
- ?** **What do we know and understand about digital literacy and digital access of our service users?**
- ?** **What do we know and understand about digital access and connectivity in the regions we serve?**
- ?** **What steps can we take to support digital inclusion?**
e.g. loan devices or equipment, data packages, partnerships with community hubs or Marae to support access to video conferencing facilities in the community
- ?** **How might we provide support to service users to optimise use of telerehab services?**
e.g. access to local rehab assistants, partnerships with local services to deliver community-based learning opportunities, mechanisms to recognise the role of family or whānau to support access
- ?** **How will we check our assumptions about the digital capabilities of our service users?**
- ?** **How will we continue to monitor our telerehab offerings for equity in access, experience and outcome in an ongoing way?**

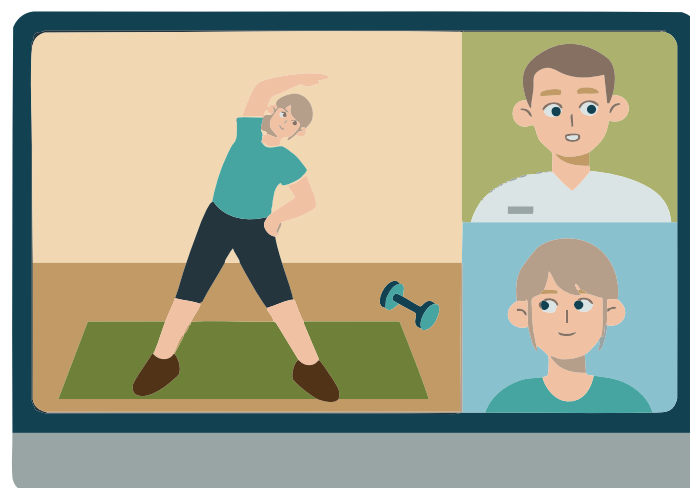
² Gustafson, P., Lambert, M., Bartholomew, K. et al. Adapting an equity-focused implementation process framework with a focus on ethnic health inequities in the Aotearoa New Zealand context. *Int J Equity Health* 23, 15 (2024). <https://doi.org/10.1186/s12939-023-02087-y>



STRUCTURAL SUPPORTS

2C Attitude and Culture

- ❓ **What do we know and understand about our staff attitudes towards telerehab and digital health?**
- ❓ **What is our organisational readiness for the integration of telerehab into routine service provision?**
- ❓ **What might help or hinder uptake of telerehab as an integrated part of our rehabilitation offerings?**
- ❓ **What signals, actions and activities (implicit or explicit) have the potential to compete with our goals and aspirations for telerehab service delivery?**
- ❓ **What steps can we take to normalise telerehab as part of service delivery?**
- ❓ **Who are likely to be our early adopters and how might we involve them in our implementation processes?**
- ❓ **How might we engage hearts and minds to optimise implementation of telerehab?**
e.g. what would it need to enable for people and whānau and for staff
- ❓ **How will we socialise the option of telerehab with staff and services users?**
Consider drawing on our videos which introduce and show the potential of telerehab



IMPLEMENTATION

3A Training and Support

- ❓ **How might telerehab be incorporated into staff inductions?**
- ❓ **What training should be available to staff (clinical and administrative) to support our delivery of telerehab?**
- ❓ **What ongoing supports are needed to support telerehab as business-as-usual e.g. technical, administrative?**
- ❓ **What opportunities exist for the use of implementation champions to support the integration of telerehab into business-as-usual?**
- ❓ **What steps can you take to build a community of practice to support ongoing reflexivity in telerehab delivery and practice?**

3B Work Flows and Processes

- ❓ **What tools already exist that would be fit-for-purpose to support staff and service users?**
E.g. decision-making tool, session planning tool.
- ❓ **What service-specific tools should be developed to support service users to access telerehab?**
E.g. how to access and set up the tech in preparation for a telerehab session, tips for setting up the home environment for a successful telerehab session
- ❓ **What service-specific tools should be developed to support staff to access telerehab?**
E.g. examples of how to modify common rehab interventions for delivery via telerehab
- ❓ **What processes and procedures need to be developed to support integration of telerehab into routine service provision?**
E.g. to determine when and under what circumstances telerehab is made available as an option for services users, scheduling protocols to allow sufficient time for planning/reflection/documentation between appointments and manage screen time



Telerehab Resources

There are some Telerehab resources here to help you get started. They include an Introduction to Telerehab video, Examples of how Telerehab can be used in practice (videos), and tools to help with decision making and session planning.

REFLECTION

4A Monitoring and evaluation

- ❓ **What steps have you taken to plan for and resource ongoing monitoring and evaluation of your telerehab offerings?**
Consider drawing on the equity-focused implementation process framework developed by Gustafson et al. 2024³ to inform your monitoring and evaluation plan to retain an equity-oriented focus.
- ❓ **How will you ensure a focus on both implementation effectiveness (the extent to which telerehab has been successfully integrated into routine practice) and intervention effectiveness (the extent to which the integration of telerehab into routine practice leads to positive outcomes) in your evaluation processes?**
- ❓ **How will you know for whom and in what context telerehab is likely to be a good option to refine your telerehab offerings going forward?**
- ❓ **What opportunities are there for built-in reflexive practice and agile service improvement as business-as-usual?**
- ❓ **How will you know if your telerehab offerings have achieved the goals and outcomes you planned for at the outset?**
- ❓ **What does success look like for different parties?**
E.g. The organisation? Clinical staff? People and whānau accessing rehabilitation? Others?
- ❓ **What mechanisms will you put in place to engage service users and the communities you serve in your evaluation processes?**
- ❓ **How will you check assumptions as you go?**

³ Gustafson, P., Lambert, M., Bartholomew, K. et al. Adapting an equity-focused implementation process framework with a focus on ethnic health inequities in the Aotearoa New Zealand context. *Int J Equity Health* 23, 15 (2024). <https://doi.org/10.1186/s12939-023-02087-y>



BUSINESS CASE

Using the Service Planning Tool to Develop a Business Case for Telerehabilitation

Part One of the Service Planning Tool is designed to guide rehabilitation providers and clinicians in considering how telerehabilitation can align with their service's aims and vision. The reflective questions in this section prompt you to explore the unique features of your service context and the communities you serve, helping you identify how telerehabilitation might best respond to their needs.

The questions encourage you to reflect on the demographic, geographic, and sociocultural characteristics of your communities, their digital literacy and access, and the range of rehabilitation needs they present. This helps ensure that your telerehabilitation service is designed to be equitable, culturally responsive, and tailored to the preferences and needs of those you serve.

By systematically working through the questions in **Part One**, you will be well-positioned to develop a robust business case for telerehabilitation that is grounded in a clear understanding of your service context, community needs, and strategic vision.

INSTRUCTIONS:

Use the prompts and questions from the Service Planning Tool (Part One) to guide your responses in each section.

RELEVANT SECTIONS:

1A **1B** **1C** **1D**

1. EXECUTIVE SUMMARY

<p>Provide a concise overview of:</p> <ul style="list-style-type: none">• The problem or gap in service provision• The proposed solution: telerehabilitation.• Expected outcomes for your organisation and communities.• How this initiative aligns with your strategic vision	
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2. STRATEGIC ALIGNMENT

<p>Demonstrate how telerehabilitation supports:</p> <ul style="list-style-type: none">• Your organisation’s vision, values, and long-term goals• Consider service-level, operational, and organisational goals (e.g., meeting needs of underserved populations, improving workflow, delivering flexible care).	
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3. PROBLEM STATEMENT

<p>Describe the current challenges or gaps, using evidence such as:</p> <ul style="list-style-type: none">• Service delivery issues, patient access delays, staffing shortages, or unmet needs in rural/remote communities.	
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4. PROPOSED SOLUTION

<p>Outline what telerehabilitation could look like in your context:</p> <ul style="list-style-type: none">• Modes of delivery (phone, video, apps, remote monitoring, etc.)• Target populations and specific services to be offered.• How telerehab transforms barriers into opportunities (e.g., multidisciplinary input, family/whānau involvement, improved access).	
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5. BENEFITS ANALYSIS

<p>Analyse anticipated benefits, referencing planning tool prompts:</p> <ul style="list-style-type: none">• Clinical: Improved access, better outcomes, continuity of care• Operational: Efficiency, reduced travel, increased capacity• Economic: Cost-effectiveness, reduced duplication, return on investment.• Equity & Access: Serving remote and underserved populations	
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6. STAKEHOLDER ENGAGEMENT

<p>Identify who needs to be involved in design and implementation:</p> <ul style="list-style-type: none">• Consider engaging with service users, local iwi, community leaders, clinical champions.• How will you check assumptions about needs and preferences?	
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7. RISK ASSESSMENT AND MITIGATION

<p>Address potential challenges:</p> <ul style="list-style-type: none">• Technology gaps, digital equity concerns, clinician workload.• Mitigation strategies: training, digital inclusion initiatives, pilot programs	
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8. MONITORING AND EVALUATION

<p>Define success indicators:</p> <ul style="list-style-type: none">• Clinical outcomes, user satisfaction, staff feedback.	
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ORGANISATIONAL READINESS

Using the Service Planning Tool to Consider your Organisational Readiness for Telerehabilitation

Part Two of the Service Planning Tool is designed to help rehabilitation providers and clinicians systematically evaluate their organisation's readiness to implement and sustain telerehabilitation services. The reflective questions in this section prompt you to consider the essential infrastructure, digital capabilities, equity and access issues, organisational culture, and structural supports that underpin successful telerehabilitation delivery.

By working through **Part Two**, you will be able to identify gaps, anticipate challenges, and plan practical steps to build a robust, equitable, and culturally responsive telerehabilitation infrastructure that supports both clinicians and service users.

INSTRUCTIONS:

Use the prompts and questions from the Service Planning Tool (Part Two) to guide team discussions and document your assessment of organisational readiness for telerehabilitation.

RELEVANT SECTIONS:

2A **2B** **2C**

INFRASTRUCTURE

	Existing infrastructure to support delivery of telerehab	Gaps or challenges in our organisational readiness	Practical steps to address these gaps
Digital			
Physical Space and Equipment			
Governance			
Workforce			

EQUITY AND ACCESS

Identify the key populations you hope to reach with telerehabilitation (e.g., rural communities, older adults, disabled people, Māori, Pacific peoples, low-income groups). Use the table to identify and document the access needs of your priority populations and the resources or supports required to optimise their participation in telerehabilitation.

Key populations	Specific access needs in relation to telerehabilitation (consider digital inclusion, cultural needs, physical access and communication needs)	Resources or supports required to ensure equitable access

ATTITUDE AND CULTURE

	Factors you can leverage which might facilitate, enable, or drive successful implementation	Factors you need to mitigate that might hinder, obstruct, or impede successful implementation
People (knowledge and beliefs of organisational leaders, clinicians, clients and whānau)		
Internal environment (organisational culture, teamwork, resource allocation, competing priorities, communications)		

IMPLEMENTATION PLAN

Using the Service Planning Tool to Develop a Telerehabilitation Implementation Plan

Part Three of the Service Planning Tool is designed to support rehabilitation providers and clinicians in developing a clear and actionable implementation plan for telerehabilitation services. The reflective questions in this section prompt you to consider the practical steps, training and support needs, workflows, and processes required to successfully integrate telerehabilitation into routine service delivery.

By working through **Part Three**, you will be able to identify key actions, assign responsibilities, and establish supports that will enable effective and sustainable implementation of telerehabilitation.

INSTRUCTIONS:

Use the prompts and questions from the Service Planning Tool (Part Three) to guide team discussions and document your implementation plan for telerehabilitation. This worksheet will help you clarify priorities, coordinate efforts, and monitor progress as you move from planning to practice.

RELEVANT SECTIONS:

3A 3B

Implementation Plan

TRAINING AND SUPPORT PLAN

- Fill in each row for every training goal relevant to your telerehabilitation implementation (e.g., staff induction, clinician training, administrator training, technical support, ongoing learning).
- Specify the mode(s) of delivery (e.g., online module, workshop, webinar), the target audience, and the resources required.
- Use the “Notes/Actions” column to record next steps, responsible persons, or additional considerations.

Training Goal	Mode of delivery	Who (Target Audience)	Resources Needed	Notes/Actions

Implementation Plan

OPTIMISING WORKFLOWS AND PROCESSES

- For each workflow or process, describe how it is currently managed.
- Identify what changes or adaptations are needed for telerehabilitation.
- Assign responsibility for each workflow/process.
- List resources required (e.g., technology, guides, training).
- Use the notes/actions/timeline column to record next steps, deadlines, or additional considerations.

Workflow/ Process	Current State	Required Changes/ Adaptations	Responsible party	Resources Needed	Notes/Actions / Timeline
Decision- making (e.g. if/ when telerehab is offered)					
Session planning					
Scheduling					
Tech setup/ support					
Follow-up and feedback					
Other (please specify)					

EVALUATION PLAN

Using the Service Planning Tool to Develop an Evaluation Plan

Part Four of the Service Planning Tool is designed to support rehabilitation providers and clinicians in planning for ongoing monitoring, evaluation, and continuous improvement of telerehabilitation services. The reflective questions in this section prompt you to consider how you will measure success, engage service users and communities in evaluation, and ensure that your telerehabilitation offerings remain effective, equitable, and responsive over time.

By working through **Part Four**, you will be able to establish clear indicators of success, develop mechanisms for regular feedback and reflection, and create processes for agile service improvement. This will help ensure that your telerehabilitation services continue to meet the needs of your organisation, staff, and the communities you serve.

INSTRUCTIONS:

Use the prompts and questions from the Service Planning Tool (Part Four) to guide team discussions and document your monitoring and evaluation plan for telerehabilitation. This worksheet will help you track progress, assess outcomes, and identify opportunities for ongoing enhancement as telerehabilitation becomes embedded in your service.

RELEVANT SECTIONS:

4A

EVALUATION PLAN

- For each success indicator or outcome (e.g., clinical effectiveness, user satisfaction, equity of access, staff experience), specify how it will be measured (e.g., surveys, data audits, interviews).
- Assign responsibility for monitoring each indicator.
- Describe feedback mechanisms (e.g., service user forums, staff meetings, community consultations).
- Indicate how often each indicator will be reviewed (e.g., monthly, quarterly, annually).
- Use the last column to record actions for improvement, notes, or follow-up steps.

Success Indicator / Outcome	How Will It Be Measured?	Who Is Responsible?	Feedback Mechanisms	Frequency of Review	Actions for Improvement / Notes