

Strategic Plan and Governance Structures

For:
Wyoming Telehealth Consortium

University of Wyoming

Adopted

8/31/2021



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1 Executive Summary

The Wyoming Telehealth Consortium (WTC or Consortium) contracted with Public Knowledge to facilitate the creation of a strategic plan and governance structures to address and accomplish short and long term goals in order to meet the mission of the Consortium. The strategic plan and governance structures is intended to guide and organize the work of the Consortium for 2021–2022 and into the upcoming five years.

1.1 Wyoming Telehealth Consortium Overview

The Wyoming Telehealth Consortium was created in 2009 (W.S. 9–2–117) to promote telehealth in Wyoming. This was to include the Wyoming Department of Health and the Wyoming Department of Enterprise Technology Services (ETS).

Until SFY 2017, the state had appropriated \$235,000 per biennium to the Wyoming Department of Health for telehealth efforts, which were completed by Wyoming Telehealth Network at the University of Wyoming. However, this funding was eliminated beginning in SFY 2017. At this time, telehealth is currently not funded through Wyoming legislation. Funding for the development of the Wyoming Telehealth Network (WyTN) is currently provided through the Wyoming Department of Health (WDH), Healthcare Financing (Wyoming Medicaid) and the Office of Rural Health along with the University of Wyoming. This current funding supports 1.5 FTE and a secure video–conferencing system with HIPPA–secure licenses, Zoom™.

The Wyoming Telehealth Network (WyTN) currently administered at the University of Wyoming–College of Health Sciences supports healthcare entities, providers, and specialists to increase access to care and improve health outcomes for Wyoming residents, through professional development, collaboration, and telecommunications technology. Current core activities include statewide training and education, technology and clinical services.

Current needs for training, technical assistance support and evaluation of telehealth services in Wyoming communities outweigh current resources. As of September 18, 2020, WyTN have enrolled 2285 providers, primarily in the areas of primary care (419), mental health (784), pediatrics, emergency medicine, and allied health (physical therapy, occupational therapy, and speech–language pathology) (406): Total of 1609 of 2285 providers, 70%.

In order to continue to meet the current demand and sustain ongoing services, investment is needed in the following areas:



- Infrastructure for state coordination to include education and training, policy, billing, technology, advocacy of direct clinical services (Wyoming Telehealth Network)
- Provide enhanced training to Wyoming healthcare providers on best practices related to telehealth services, including, developing and maintaining a certification process for clinics and providers to obtain (Wyoming Telehealth Network)
- Healthcare entity/Healthcare provider grants to support direct telehealth implementation (monitored through the Wyoming Telehealth Network)
- Increase broadband access for healthcare providers and patients (Wyoming Business Council)
- Pre-service education and training for future health care providers (Wyoming Telehealth Network with University of Wyoming and Community Colleges clinical education programs)
- Research and evaluation of best practices and return on investment (Wyoming Telehealth Network)
- Marketing and outreach of the Wyoming Telehealth Network (Wyoming Telehealth Network)

1.2 Project Goals

The Consortium succeeded in meeting initial goals. With growing demand for telehealth since the COVID - 19 pandemic, the Consortium wants to set and prioritize new goals by creating a strategic plan to address funding, growth, continued interest, and governance. In 2020, the Wyoming Telehealth Consortium's membership grew dramatically, increasing from 400 active members to more than 2,500. The Consortium wants to work with all members to collaboratively create a vision, design the future funding model, and identify a governance structure including roles and responsibilities, policies, and procedures.

1.3 How to Use this Plan and Next Steps

This plan is intended to guide and organize the work of the Consortium over the next five years. Consortium members can use this guide the work and direct activities of the Consortium. Suggested next steps for the Consortium are as follows:

1. Review governance structures, identify any additional needs or gaps
2. Implement governance structures
3. Define WDH and WyTN roles, review strategic plan goals, assign to committees

Additional next steps can be found [here](#).



2 Methodology

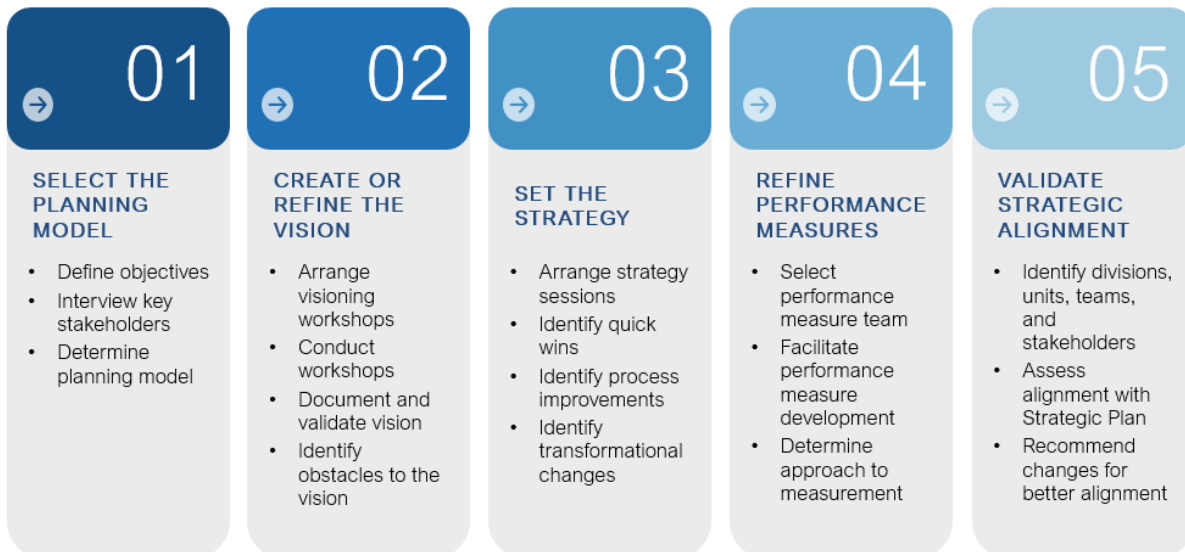
PK began our strategic planning work by communicating with the Consortium leadership to gain a deep understanding of the issues it faces. Consortium leaders and stakeholders know their organization, we invested time upfront to gain an empathetic view of their needs and goals. Through careful listening and expert analysis, we helped the Consortium define the scope and vision of the project, along with strategies to help achieve a strategic plan and governance structures that addresses barriers and risks.

This is an integrated approach to strategic planning, resulting in strong consensus around a realistic, achievable, and measurable plan. Pk’s consultants used this approach to achieve the following outcomes:

- Environmental scan to understand current issues, pain points and gaps.
- Team ownership of the vision, including the goals and steps to achieve the goals.
- Consensus when possible, and identification of barriers when not possible, along with practical steps to manage the remaining differences.
- An actionable plan with defined priorities and recommended next steps.
- A means of communicating accountability to stakeholders to show progress on issues that matter to them.

Figure 1. Strategic Planning Approach

FIVE-STEP APPROACH TO STRATEGIC PLANNING





2.1 Approach

PK took the following approach, described below, to identify the Consortium's needs and develop the strategic plan and governance structures.

2.2 Visioning Session and Initial Findings Session

The Consortium and its members participated in a two-hour virtual visioning session on January 26, 2021. The agenda for the visioning session is located [here](#). PK used group facilitation methods from Technology of Participation (Institute of Cultural Affairs) to review and collect information and feedback on the following topics:

- Draft Consortium mission statement and target audience description
- Brainstorming the Consortium's future state, including what problems the Consortium is trying to solve
- Challenges and barriers the Consortium faces in its work

The PowerPoint presentation from the visioning session is located [here](#), along with a detailed participant list located [here](#) from the visioning session.

An initial findings session was held on February 23, 2021. The agenda for the initial findings session is located [here](#). In the initial findings session, Consortium members discussed the following:

- Review of the draft mission statement and discussion of the definitions of what is the Consortium's definitions of organizations and stakeholders
- Review of values and discussion of what values are missing
- Discussion of the Consortium's target audiences, including who the Consortium should consider as members versus who the Consortium serves
- Identification of organizations that duplicate the work of the Consortium
- Continued discussion of identification of needs

The PowerPoint presentation from the initial findings session is located [here](#).

2.3 Survey Data

For Consortium members who were not able to participate in the visioning session or follow up initial findings session, a survey (found [here](#)) was sent to collect additional information. Data including in the findings section reflects survey data gathered from respondents to the survey.



2.4 Strategic Plan

All information and data gathered in the visioning session, initial findings session, and survey data was analyzed and provided in this strategic plan report. The report includes the vision, needs, objectives, mission statement, and goals and recommendations in a comprehensive strategic plan.

2.5 Governance Structures

Governance, structure, and processes will assist the Consortium in implementing the strategic plan, assuring strong agreement among team members regarding structure of the organization, decision making responsibilities, communication structures, and policies. PK facilitated a two-hour governance session to determine governance, structure, and processes for the Consortium. The agenda for the governance session is located [here](#).

Consortium members discussed the following during the governance session:

- Roles, responsibilities, and who should serve on the Consortium Leadership Committee
- What roles the WDH and WyTN should have on the Consortium
- Discussion of potential Consortium subcommittees, including Legislative, Finance (Membership, Sponsorship, and Funding), and Education
- Voting structures for the Consortium

The PowerPoint for the governance session can be found [here](#).



3 Mission, Values, and Target Audiences

3.1 Mission of the Wyoming Telehealth Consortium

The Wyoming Telehealth Consortium (WTC) exists to enhance collaboration and alignment between collaboration organizations, key stakeholders, and consumers to promote telehealth initiatives in order to improve equity in and access to health services in Wyoming.

The Consortium discussed several definitions of organizations, stakeholders, and consumers to distinguish the groups, below is a summary of the themes of the definitions.

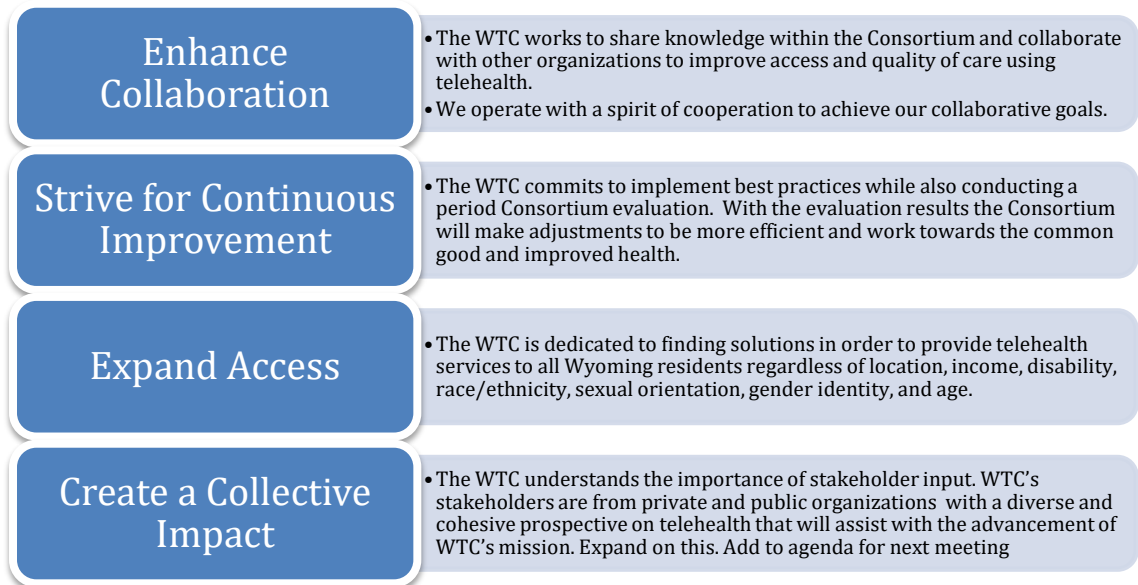
Table 1. Definitions

Organizations	An organization is a group of people with the purpose of ensuring telehealth access to all Wyoming consumers.
Stakeholders	A group or individual with an interest in the success of provisioning telehealth services.
Consumers	A consumer is anyone who utilizes telehealth services or would be impacted from the planning being done by the Consortium.

3.2 Values of the Wyoming Telehealth Consortium

These are the core values of the WTC:

Figure 2. Values





3.3 Target Audiences

The WTC target audiences that it serves including groups and individuals that are telehealth champions who utilize telehealth services or support telehealth education and advocacy initiatives in Wyoming.

3.4 Consortium Members

Groups and individuals who are focused on providing access to care through telehealth as well as health care advocates in the nonprofit sector.

Any person or organization that is a stakeholder or has an interest or can benefit from the work of the consortium. In reality it should be everyone in Wyoming.

Champions of Telehealth work, physician champions, hospitals, broadband providers, so many involved, champ organization, stakeholder and consumers anyone who has an interest in our mission and intent to support improving healthcare outcomes.

During the Visioning Session, Consortium members discussed potential missing stakeholders, including the following:

- Aging
- Education
- Department of Family Services
- Department of Corrections
- Consumers
- AARP
- Patient Family Advisors
- Wyoming Health Council
- Professional Licensing Boards
- Nontraditional partners, such as senior centers, that can act as connectors to larger audiences that will benefit from telehealth services



4 Issues and Goals

4.1 Barriers to Overcome

Consortium members discussed barriers to overcome to fulfill the mission of the organization. Lack of direction and structures holds the organization back from making progress. Telehealth is broad topic. Without a clear role and vision for the organization, it can be difficult to be effective. Lack of knowledge about telehealth for the general public and providers is another barrier. For providers and patients alike, telehealth is new concept. For providers, there are misconceptions that telehealth is expensive, or providers are simply comfortable with the traditional method of delivering medical services. For patients, many are unaware of the availability of telehealth services while others question the quality of healthcare that telehealth can provide.

Additional barriers identified includes:

- More time and thought needed towards intuitive information technology and educating the consumer
- Flexible policies that we have due to the pandemic might go away; how do we protect policies that have been beneficial?
- Lack of payor parity
- Lack of money
- Fear of change
- Telehealth meetings lack specific goals
- After every meeting, what did we accomplish? Most times that answer is little to none.
- Does what's being presented impact members in consortium?
- Meetings are hard to follow, members have had struggles understanding why we are here
- A clearer vision could help re-engage members and establish redirection
- Building collaboration with state agencies
- Leveraging patient, agency, and other advocates

4.2 Challenges

Consortium members identified the following challenges and issues (listed below) as a part of the visioning session. The Consortium developed the strategic plan with these challenges and issues in mind.



Table 2. Challenges and Issues

Lack of access to telehealth services	Telehealth has the ability to become a primary method of healthcare delivery. Currently, telehealth is underutilized and needs to be expanded as a service to more Wyomingites.
Lack of telehealth education, awareness, and efficacy	Telehealth is new to the healthcare industry and to patients alike. Many are unaware of the telehealth convenience and capabilities, while others lack confidence in its quality of care or knowledge of different efficacy issues.
Lack of funding	Funding is crucial to the WTC and telehealth access. Funding allows WTC to remain operating and sustainable, while also providing access to telehealth technology to providers and patients.
<ul style="list-style-type: none"> • Need for legislative influence, advocacy, and ability to drive policy 	The Wyoming legislature is an influential group that is important to drive forth the momentum of WTC initiatives and mission. Patients who need and can benefit from telehealth services often have the most difficult time accessing telehealth services. State policies do not currently support the use of telehealth services.
Difficulties with Broadband access	Rural and remote communities have difficulties with access to the internet and therefore limits accessibility to telehealth services.

4.3 Short Term Goals

The Consortium identified the following short-term goals to work on in the upcoming 2021–2022 year:

- Define Consortium roles
- Develop a plan for awareness and advocacy for the Consortium and for telehealth
- Define quality of telehealth experiences that meets the needs of clinical providers and patients
- Actively engage legislators and additional stakeholders (such as Aging)
- Create policy to support access to telehealth services
- Implement governance structures, including committees
- Seek additional funding sources



- Increase number of providers involved with the Consortium
- Start an advisory group of consumers (duty of the Strategic Partners and Outreach Committee)
- Initiate work with providers and organizations to expand the accessibility of broadband throughout the state

4.4 Long Term Goals

Long term goals (over the next five years) of the WTC include the following:

- Wyomingites have access to telehealth services
- Ability to identify consumer barriers to services and ability to problem solve
- Develop an in-state network of providers for the use of telehealth services in order to give preferential services to Wyoming providers
- Reduce costs of healthcare services in Wyoming due to the use of telehealth
- 95% of households in Wyoming have affordable access to Broadband
- Policy agenda for advocacy
- Collaboration with schools (including telehealth offices in schools)
- Collaboration with senior centers (senior centers are hubs for medical access)
- Partnering with organizations that focus on addressing similar issues (such as broadband issues, access to healthcare issues, and healthcare advocacy issues)
- Seek opportunities for corporate sponsors

Next steps for short and long term goals as well as structures for initiating the work are listed in the next section of this plan.

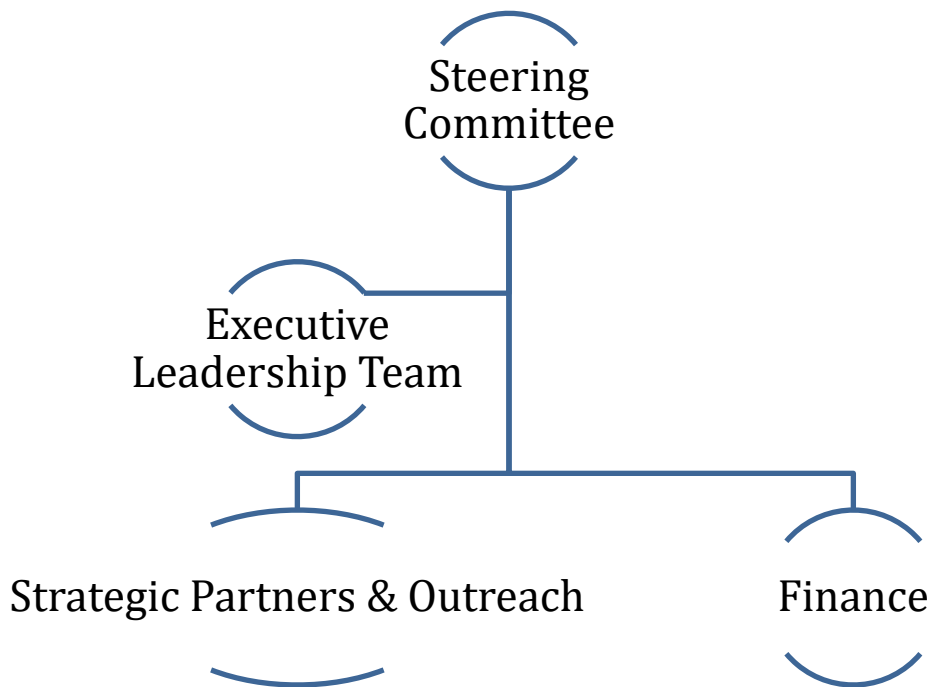


5 Governance Structures

Governance structures provide leadership oversight, reporting responsibilities, and lines of communication for an organization. PK recommends the following governance structure for the Consortium:

- Steering Committee
- Executive Leadership Team
- Strategic Partners and Outreach Committee
- Finance Committee

Figure 3. Governance Structures



5.1 Steering Committee

The Steering Committee is responsible for the overall direction and leadership of the Consortium. The Steering Committee includes 10 to 12 individual members from the Consortium. Officers within the committee will be chosen and called the Executive Leadership Team and includes: Chair, Vice-Chair, Secretary, Treasurer (see below). Chairs of the three committees will also serve on the Steering Committee.

Steering Committee Membership includes (bold font denotes the Executive Leadership Team):



- **Chairperson**
- **Vice-Chair**
- **Secretary**
- **Treasurer**
- Strategic Partners Chair
- Outreach Chair
- Finance Chair
- Up to five additional members at large

Nominations for all positions and voting will need to be held at the next Consortium meeting.

The Steering Committee will be responsible for communications and coordination between committees and consortium members.

5.1.1 Executive Leadership Team

Members of the Executive Leadership Team are trustees who act on behalf of the Consortium's members. The basic responsibilities of the Executive Leadership Team include, but are not limited to:

- Determining the organization's mission and purpose
- Ensuring effective organizational planning
- Securing adequate financial resources for the Consortium to fulfill its mission
- Clearly defining and articulating the Consortium's mission, accomplishments and goals to gain support from the community and enhancing the Consortium's public image

While differences of opinion will likely arise, the Executive Leadership Team should keep disagreements impersonal. By practicing discretion and accepting decisions made on a majority basis, the team can accomplish unity and confidence in its decisions.

The Executive Leadership Team includes:

- **Chairperson**
- **Vice-Chair**
- **Secretary**
- **Treasurer**

The roles and responsibilities of these positions includes:

1. Chairperson:



- Presides at board meetings
 - Creates a purposeful agenda
 - Appoints people to committees and assigns committee chairs
 - Serves as the contact for board issues
 - Sets goals and objectives with the board and ensures they are met
 - Holds members accountable for attending meetings
2. Vice-Chair:
- Prepares to assume the office of the board chair
 - Fulfills the board chair's duties when the presiding officer is absent or if that office becomes vacant
 - Assists the board chair in the execution of his or her duties
 - Serves on committees as requested to learn the operations of the board
 - Works closely with the board chair to transfer knowledge and history to prepare for leadership
3. Secretary:
- Assures that an agenda has been prepared by the board president and/or CEO and that the agenda is distributed in advance of the meeting
 - Oversees the distribution of background information for agenda items to be discussed
 - Prepares the official minutes of the meeting and records motions, discussions, votes, and decisions
 - Prepares and provides the previous meeting's written minutes to board members before the next meeting and records any changes or corrections
 - Schedules and notifies board members of upcoming meetings
 - Holds members accountable for their tasks
4. Treasurer:
- Serves as chair of the finance committee and plans the financial direction of the Consortium

5.2 Committees

The following committees are recommended in order to move the short and long term goals forward of the Consortium:

Table 3. Consortium Committees



Strategic Partners and Outreach Committee	Responsible for developing relationships with potential sponsors, partners, and legislators. This includes looking at broadband issues with providers, partnering with schools and aging, and other identified strategic partners.
Finance Committee	Responsible for education and outreach to consumers, seeking additional funding opportunities, fundraising, potential membership funding structures.

5.3 Individual Consortium Members Responsibilities

It is recommended that each individual Consortium member be responsible for the following:

- Attend all Consortium and committee meetings and functions, such as special events
- Stay informed about the Consortium's mission, values, and strategic plan
- Review agenda and supporting materials prior to Consortium and committee meetings
- Serve on committees and offer to take on special assignments
- Inform others about the Consortium
- Suggest possible nominees to the Consortium who can make significant contributions to the work of the Consortium
- Keep up-to-date on developments in telehealth

Each member of the Consortium should have one vote.

5.4 Consortium Meeting Structures

The Consortium should continue to have monthly meetings structured according to the strategic plan and governance structures. Below is a recommended meeting structure for the monthly Consortium Meeting.

Table 4. Sample Agenda, Monthly Consortium Meetings

Welcome and Opening Thoughts	Different Steering Committee members offer opening thoughts each meeting
Consent Agenda	Groups routine meeting discussion points into a single agenda item, such as approval of the last meeting's minutes, updates on the website design for approval,



	dashboard of finances, approval of new Consortium members.
Large Group Discussion of Specific Strategic Initiative	Full Consortium discussion facilitated by Chair. Are goals being met? What are Consortium members hearing in the community? What are the barriers? What other avenues could be used to increase awareness? Consensus is to convene a communications task force to recommend how web site, annual report, and partnerships with other organizations can expand awareness. Assignments made to committees for next steps.
What’s keeping you up at night?	Use this brainstorming session to develop future issues for Consortium attention.
Adjourn	Meeting lasts one hour. Outcome: rich discussion on a strategic priority for the organization.

Below is a sample meeting minutes template.

Table 5. Sample, Consortium Meeting Minutes Template

Document the Meeting	Organization Name, Board Meeting Minutes, Date
Call to Order	Note the location, date, and time at which the facilitator called the meeting to order
Roll Call	Include names of all attendees, including Executive Leadership Team and guests (this does not have to be done as an actual roll call, someone can take attendance via Zoom)
Consent Agenda Approval	Approval of consent agenda items
Summary of Large Group Discussion Strategic Initiative	Summary of decision points regarding large group discussion of the strategic initiative, including committee assignments and next steps
Summary of what’s keeping you up at night discussion	Summary of discussion
Closing	State the date, time, and location of the next board meeting

The Steering Committee should also meet monthly, ahead of the Consortium Meeting. The Steering Committee focuses on hearing status reports from the Committee Chairs, discussing and building consensus regarding what strategic initiatives should be brought



to full Consortium meetings for discussion. The Steering Committee can assist in making connections between and across committees.

Table 6. Sample Steering Committee Agenda

Welcome and Opening Thoughts	Different Steering Committee members offer opening thoughts each meeting
Committee Chair Reports	Each Committee Chair reports out the following: <ol style="list-style-type: none"> 1. What successes/progress has been made on the goals of the group from the following month? 2. What challenges/barriers is the group currently facing that need brainstorming or full Consortium discussion? 3. What supports/needs does the Committee have that others can assist with?
Adjourn	Meeting lasts one hour. Outcome: successes are discussed and action items to move the work forward are prioritized.

Each Committee Chair should meet monthly as well. The Committee Chairs are responsible for setting the agendas for each meeting. Agendas should reflect the short and long term goals each committee is trying to accomplish.



6 Next Steps

The following is a breakdown of next steps for the Consortium.

6.1 Consortium, Steering Committee, Executive Leadership Team Next Steps

Table 7. Next Steps, Consortium and Steering Committee

All Consortium Members	<ol style="list-style-type: none"> 1. Confirm governance structures, Steering Committee makeup, Executive Leadership Team makeup, and Committees 2. Develop and send out nomination form for Steering Committee membership and Executive Leadership Team 3. Vote for Steering Committee and Executive Leadership Team 4. Develop and send out sign up information for three committees 5. Review Strategic Plan and discuss next steps 	April/May Consortium Meeting
Steering Committee and Executive Leadership Team	<ol style="list-style-type: none"> 1. Develop Steering Committee Team Charter (found here) 2. Implement new meeting structures (Steering Committee Meeting, Consortium Meeting, three Committee Meetings) 3. Ask for feedback on governance processes, what are we missing? 	<p>June Steering Committee Meeting</p> <p>July Meetings</p>

6.2 Strategic Partners and Outreach Committee Next Steps

Table 8. Next Steps, Strategic Partners Committee

	1. Identify committee members and elect a committee chair	July Strategic Partners Committee Meeting
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Strategic Partners and Outreach Committee	2. Develop Strategic Partners Committee Team Charter (found here)	
	3. Strategic Partners committee chair will share the draft Team Charter with the Steering Committee	
	4. Develop a conflict of interest statement	
	5. Develop an interest form for committees	
	6. Identify additional committee members if needed	August Strategic Partners Committee Meeting
	7. Review Strategic Partners Committee Short Term Goals: <ul style="list-style-type: none"> • Actively engage legislator, potential funders and additional stakeholders (such as Education and Aging) • Develop a plan for advocacy for the Consortium and for telehealth • Initiate work with broadband providers to expand accessibility • Start an advocacy group of consumers • Develop a plan for awareness (education) for the Consortium • Define quality of telehealth experiences that meets the needs of clinical providers and patients • Create policy to support access to telehealth services 	
	8. Draft activities to complete in 2021 and 2022 for Short Term Goals	September–December Strategic Partner Committee Meetings
	9. At each Committee Meeting, review status of activities and determine action items for follow up	
	10. Review Strategic Partner Committee Long Term Goals: <ul style="list-style-type: none"> • Partnering with organizations that focus on addressing similar issues (such as broadband, access to healthcare, healthcare advocacy) 	January 2022–June 2022



	<ul style="list-style-type: none"> • Ability to identify consumer barriers to services and to problem solve those barriers • Create a repository of providers <p>11. Continue to review Short Term Goals status of activities and action items for follow up</p>	
	12. Draft activities to complete for Long Term Goals for 2025	July 2022

6.3 Finance Committee

Table 9. Next Steps, Finance Committee

Finance Committee	<ol style="list-style-type: none"> 1. Identify committee members and elect a committee chair 2. Develop Finance Committee Team Charter (found here) 3. Outreach committee chair will share the draft Team Charter with the Steering Committee 	July Strategic Partners Committee Meeting
	<ol style="list-style-type: none"> 4. Identify additional committee members if needed 5. Review Finance Committee Short Term Goals: <ul style="list-style-type: none"> • Seek additional funding sources • Increase number of providers involved with the Consortium • Seek opportunities for corporate sponsors • Assess benefits of charging membership fees for joining the coalition 	August Finance Committee Meeting
	<ol style="list-style-type: none"> 6. Draft activities to complete in 2021 and 2022 for Short Term Goals 7. At each committee meeting, review status of activities and determine action items for follow up 	September–December Finance Committee Meetings



	8. Review Finance Committee Long Term Goals: <ul style="list-style-type: none"> • Seek opportunities for corporate sponsors 	January 2022–June 2022
	9. Continue to review Short Term Goals status of activities and action items for follow up	
	10. Draft activities to complete for Long Term Goals for 2025	July 2022

6.4 Committee Reports Sample

Below is a sample of a report format committees can use to report activities and accomplishments back to the Steering Committee.

Table 10. Committee Report Sample

Committee	Committee Name
Date	Date of Report
Strategic Activity 1	Summary of the strategic activity
Activities Completed	Summary of the activities completed to date
Barriers and Challenges	Summary of the barriers and challenges related to the strategic activity
Next Steps	Describe next steps



Appendix A: Project Overview

PublicKnowledge

Wyoming Office of Rural Health (WORH), Wyoming Telehealth Consortium, and Wyoming Institute of Disabilities (WIND) Telehealth Network Strategic Planning Project Overview

In 2009, the Wyoming legislature mandated the creation of the Wyoming Telehealth Consortium (Consortium) for the purpose of developing and promoting statewide standards for telemedicine and telehealth networks. The Consortium succeeded in meeting our initial goals. With growing demand for telehealth since the COVID – 19 pandemic, the Consortium wants to set and prioritize new goals by creating a strategic plan to address funding, growth, continued interest, and governance. In 2020, the Wyoming Telehealth Consortium’s membership grew dramatically, increasing from 400 active members to more than 2,500. The Consortium wants to work with all members to collaboratively create a vision, design the future funding model, and identify a governance structure including roles and responsibilities, policies, and procedures.

What will the Strategic Planning Project involve?

There are three tasks (deliverables) for this project that include:

1. Task 1: Visioning Session

The Consortium and its members will participate in a two hour virtual visioning session to discuss the current strategies of the Telehealth Network, review the needs assessment data from Wyoming Medical Center (WMC) and WIND, and the current mission statement and strategic Plan. The outcome of the visioning session will be a roadmap for the strategic plan, including strategies for growing membership, engaging stakeholders, and strategies to become more self-sustaining.

2. Task 2: Strategic Plan

This task will gather the vision, needs, objectives, mission statement, and strategies established in Task 1, analysis of needs assessment data, and document review findings to determine recommendations in a comprehensive strategic plan.

3. Task 3: Governance Session

Governance, structure, and processes will assist the Consortium in implementing the strategic plan, assuring strong agreement among team members regarding structure of the organization, decision making responsibilities, communication structures, and policies. PK will facilitate a two hour governance session to determine governance, structure, and processes for the Consortium.

When will these tasks take place?

Our timeframe for the project is January 2021 thru April 2021. The Visioning and Governance Sessions will be scheduled with advanced notice.

How can I assist with this project?

We need your active participation! Please attend the Visioning and Governance Sessions and actively participate by sharing your ideas.

If you have questions about the project, please contact Julie Breedlove at Public Knowledge, LLC at jbreedlove@pubknow.com.



Appendix B: Visioning Session Agenda



PUBLIC KNOWLEDGE

Wyoming Telehealth Consortium

Initial Findings from the Visioning Session

Date: Tuesday, February , 2021

Time: 3:00 pm to 5:00 pm MT

Location: Zoom at <https://zoom.us/j/371954998>

Invited Attendees:

Meeting Purpose:

The Consortium and its members will participate in a two hour virtual Visioning Session to discuss the current strategies of the Wyoming Telehealth Consortium, review a draft mission statement and target audience description, and plan for the future. The outcome of the visioning session will be a roadmap for the strategic plan, including strategies for growing membership, engaging stakeholders, and sustainability.

Background:

The Wyoming Telehealth Consortium (WTC) was created in 2009 (W.S. 9-2-117) to promote telehealth in Wyoming. According to the statute, the Consortium appointed the Wyoming Department of Health and the Wyoming Department of Enterprise Technology Services to assist with the initiative.

Draft Mission Statement: The Wyoming Telehealth Consortium (WTC) exists to share information, enhance collaboration between agencies and promote telehealth initiatives in Wyoming.

Draft Target Audience: The Wyoming Telehealth Consortium includes organizations that are currently engaged in direct delivery of telehealth or support other telehealth education and advocacy initiatives in Wyoming.

Meeting Agenda

	Agenda Item	Lead/Facilitator
1.	Welcome and Overview	Julie Breedlove Canyon Hardesty Dr. James Bush Alyssa Kennett



Meeting Agenda

	Agenda Item	Lead/Facilitator
		3:00–3:15 pm MT
2.	Review draft Mission Statement and Target Audience Description	Julie Breedlove
	1. What do you like about the draft Mission Statement?	3:15–3:30 pm MT
	2. What would you change about it?	
	3. Is the Target Audience description inclusive of our Consortium members?	
	4. What stakeholders are we missing?	
5.	Brainstorm Future State	Julie Breedlove
	1. What are the problems are we (the Consortium) trying to solve?	3:30–4:00 pm MT
	2. We are wildly successful, what are some of the things we’ve accomplished in one year? Five years?	
3.	Challenges and Barriers	Sara Melendez
	1. What are the underlying contradictions to keeping us from solving the problems identified?	4:00–4:45 pm MT
	2. What is blocking us from moving toward our vision?	
	3. What activities can we put in place that will help us overcome our challenges and barriers and accomplish our goals?	
	4. How can we sustain our work?	
5.	Wrap-Up and Next Steps	Julie Breedlove Canyon Hardesty
		4:45–5:00 pm MT



Appendix C: Visioning Session PowerPoint

Wyoming Telehealth Consortium

Visioning Session
1/26/2021

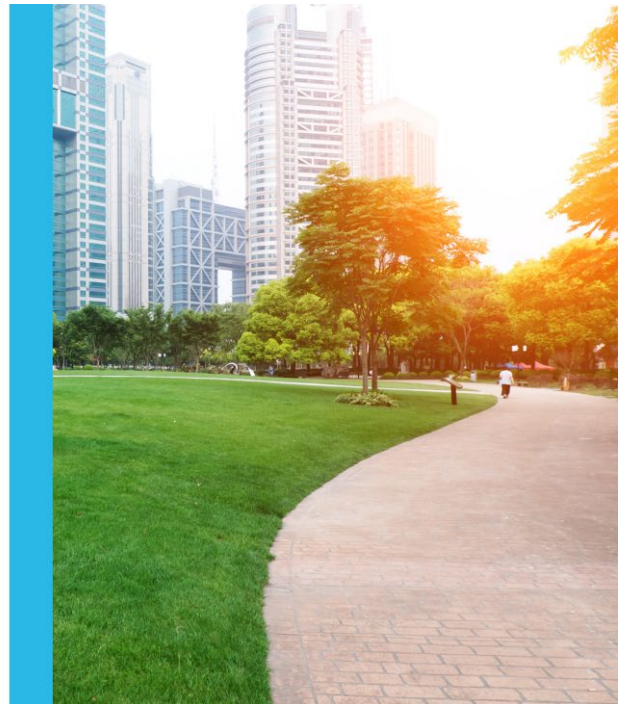
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About Us

Our Mission is Your Success

We are a national management consulting firm that exists to help government agencies solve tough problems and thrive in complex situations.





Icebreaker

- Name one thing you like that the Consortium is doing that you don't want to see change.

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Setting the Stage

- Context regarding the Consortium

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Draft Mission Statement Draft Target Audience

Review and Feedback

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Draft Mission Statement

The Wyoming Telehealth Consortium (WTC) exists to share information, enhance collaboration between agencies, and promote telehealth initiatives in Wyoming.

- What do you like about the draft Mission Statement?
- What would you change about it?

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Draft Target Audience

The WTC includes organizations that are currently engaged in direct delivery of telehealth or support other telehealth education and advocacy initiatives in Wyoming.

- Is the Target Audience description inclusive of our Consortium members?
- Which stakeholders are we missing?

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Visioning

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Zoom Room Breakout Overview

- Note taker for each room
- Email notes to Julie at jbreedlove@pubknow.com
- Designate a reporter

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Brainstorm Future State



What are the problems that we (the Consortium) are trying to solve?



We are wildly successful! What are some of the things we've accomplished this year? And in five years?

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Challenges and Barriers



What are the underlying contradictions to keep us from solving the problems identified?



What is blocking us from moving toward our vision?



What activities can we put in place that will help us overcome our challenges and barriers and accomplish our goals?

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Wrap-Up and Next Steps

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Appendix D: Visioning Session Participants

The following Consortium members were present for the initial Visioning Session that took place on Tuesday, January 26, 2021:

- Ramsey Scott, Wyoming Chapter Alzheimer's Association
- Deb Anderson, Mountain Pacific Quality Healthcare
- Courtney Mason, Wyoming Primary Care Association
- Ray Brand, State of Wyoming–Wyoming Department of Electronic Enterprise Services
- Jan Cartwright, Wyoming Primary Care Association
- Alyssa Kennett, State of Wyoming– Wyoming Department of Health, Rural Health
- Alice Burron, Cigna
- Daniella Marks, State of Wyoming– Wyoming Department of Health, Maternal and Child Health
- James Bush, State of Wyoming– Wyoming Department of Health
- Lisa Finklestein, St. John's Health
- Tom Lacok, AARP
- Shawna Pena, State of Wyoming– Wyoming Department of Health, Rural Frontier Health
- Maribel Frank, Wyoming Medical Center
- Canyon Hardesty, University of Wyoming– Wyoming Telehealth Network
- Mercedes Angel, University of Wyoming–Wyoming Telehealth Network
- Andrea Shipley, University of Wyoming–Wyoming Telehealth Network
- Morris McGaugh, Mountain Health CO–OP



Appendix E: Initial Findings Session Agenda



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Wyoming Telehealth Consortium

Initial Findings from the Visioning Session

Date: Tuesday, February 23, 2021

Time: 3:00 pm to 5:00 pm MT

Location: Zoom at <https://zoom.us/j/371954998>

Meeting Purpose:

The Consortium and its members will participate in a two hour meeting to review the initial findings from the Visioning Session.

Meeting Agenda

	Agenda Item	Lead/Facilitator
1.	Welcome and Overview	Julie Breedlove Canyon Hardesty Dr. James Bush Shawna Pena 3:00–3:10 pm MT
2.	Review draft Mission Statement For Discussion: Definitions of Organizations vs. Stakeholders <input type="checkbox"/> What is our definition of organizations? <input type="checkbox"/> What is our definition of stakeholders?	Julie Breedlove 3:15–3:30 pm MT
3.	Values For Discussion: <input type="checkbox"/> What key values are we missing?	Julie Breedlove 3:30–3:45 pm MT
4.	Target Audiences For Discussion (Small Groups): <input type="checkbox"/> Who should we consider as WTC Consortium members? <input type="checkbox"/> Who does the WTC serve?	Julie Breedlove 3:45–4:15 pm MT



Meeting Agenda

	Agenda Item	Lead/Facilitator
	<input type="checkbox"/> Are there other organizations that duplicate the work of WTC? Report Out to the Large Group	
5.	Identified Needs For Discussion (Two Groups): 1. Education and Awareness of Telehealth Services 2. Systemic Issues	Julie Breedlove 4:15–4:45 pm
3.	Wrap-Up and Next Steps Governance Session March 12, 2021, 10–11 am Registration Link: https://tinyurl.com/1x84mzme Name, Organization, Contact Information and Open Text for why you are interested in attending	Julie Breedlove Canyon Hardesty 4:45–5:00 pm MT



Appendix F: PowerPoint, Initial Findings Session

WY Telehealth Consortium

Strategic Plan Initial
Findings

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Mission, Values, and Target Audiences

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Mission

- The Wyoming Telehealth Consortium (WTC) exists to enhance collaboration and alignment between organizations, key stakeholders, and consumers to promote telehealth initiatives in order to improve equity in and access to high quality telehealth services in Wyoming.

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For Discussion: Definitions

- What is our definition of organizations?
- What is our definition of stakeholders?
- Who are our consumers?

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Values

- **Enhancing Collaboration:** The WTC works to share knowledge within the Consortium and collaborate with other organizations to improve access and quality of care using telehealth.
- **Expanding Access to Telehealth Services:** The WTC is dedicated to finding solutions in order to provide telehealth services to all Wyoming residents regardless of location, income, disability race/ethnicity, sexual orientation, gender identity, age etc.
- **Creating a Collective Impact:** The WTC understand the importance of stakeholder input. WTC's stakeholders are from private and public organizations with a diverse perspective on telehealth that will assist with the advancement WTC's mission.

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For Discussion: Values

- What key values are we missing?

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Target Audiences

- The Wyoming Telehealth Consortium includes _____ that are currently engaged in delivery of telehealth services or support other telehealth education and advocacy initiatives in Wyoming.

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For Discussion: Target Audiences

- Who should we consider as WTC Consortium members?
- Who does the WTC serve?
- What other organizations duplicate the work of WTC?

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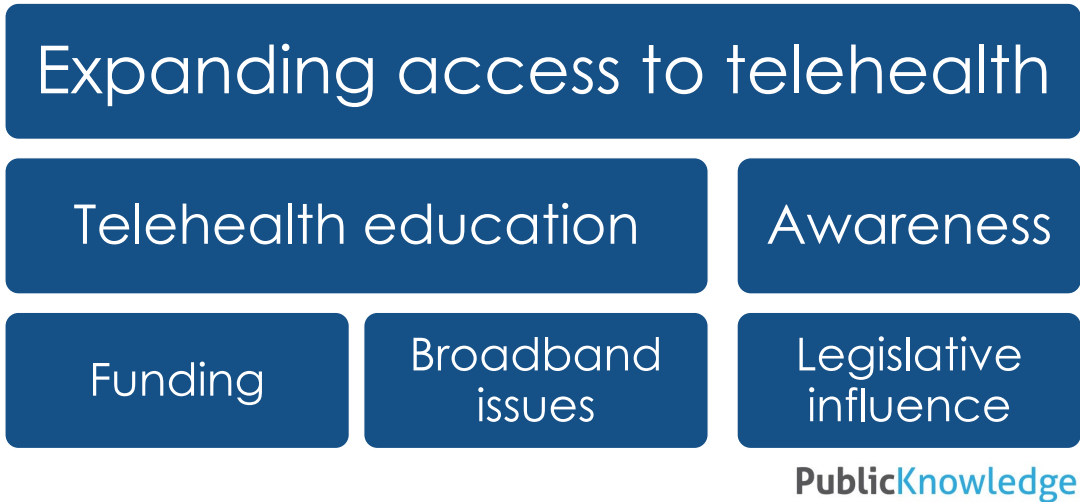


Identified Needs

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Identified Needs



Discussion: Identified Needs





Future State

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Short Term Goals

- Develop governance structures
- Roles and responsibilities for Consortium members
- Implement governance structures
- Recruit additional Consortium members

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Long Term Goals

- Develop and implement an advisory committee of consumers
- Legislative agenda
- Seek opportunities for sustainability
- Coordination among all organizations who provide telehealth services

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Next Steps

- Governance Session:
- March 12, 2021, 10-11 am
- Registration Link:
<https://tinyurl.com/1x84mzme>
- Name, Organization, Contact Information and Open Text for why you are interested in attending

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Appendix G: Wyoming Telehealth Consortium Survey



Wyoming Telehealth Consortium, Strategic Planning Survey Questions

These are suggested survey questions about the Wyoming Telehealth Consortium (WTC). Suggest survey participants take 20 minutes of their time to thoroughly complete the survey. Please add any additional questions.

1. Our draft mission statement is as follows: The Wyoming Telehealth Consortium exists to share information, enhance collaboration between organizations, and promote telehealth initiatives in Wyoming. What would you change about the draft mission statement?
2. Our draft target audience is as follows: The Wyoming Telehealth Consortium includes organizations that are currently engaged in direct delivery of telehealth or support other telehealth education and advocacy initiatives in Wyoming. What would you change about the target audience statement?
3. What do you think the values of the Wyoming Telehealth Consortium should be?
4. What problems are the Wyoming Telehealth Consortium (WTC) trying to solve?
5. Describe the challenges and barriers the WTC faces in our work.
6. What do you see your role, as both an individual and an organization, in the WTC?
7. How can the WTC sustain our work? What role can you plan in sustaining this work?
8. Which organizations should be involved in the WTC that currently aren't participating?
9. Do you have any additional suggestions for the WTC as we plan for the future?



Appendix H: Governance Session Agenda



Wyoming Telehealth Consortium Governance Session Agenda

Date: Friday, March 12, 2021

Time: 10:00 am to 11:00 am MT

Location: Zoom at <https://zoom.us/j/634895896>

Meeting Purpose:

The Consortium and its members will participate in a one hour meeting to determine the governance structures for the WTC.

Meeting Agenda

	Agenda Item	Lead/Facilitator
1.	Welcome and Overview	Julie Breedlove Tai Baker and Canyon Hardesty Dr. James Bush Shawna Pena 10:00–10:05 am MT
2.	Governance Charter Purpose	Julie Breedlove 10:05–10:10 am MT
3.	WTC Leadership Committee For Discussion (Small Groups): <input type="checkbox"/> Who (what roles) should serve on the WTC Leadership Committee? <input type="checkbox"/> What role should WDH (Wyoming Department of Health) and WytN (Wyoming Telehealth Network) have in the WTC?	Julie Breedlove 10:10–10:35 am MT
4.	Voting Structures and Committees: For Discussion (Small Groups): <input type="checkbox"/> What voting structures should we have in place?	Julie Breedlove 10:35–10:50 am MT



Meeting Agenda

	Agenda Item	Lead/Facilitator
	<input type="checkbox"/> Are we missing any committees that we should consider adding?	
5.	Wrap-Up and Next Steps	Julie Breedlove Tai Baker and Canyon Hardesty 10:50-11:00 am MT



Appendix I: PowerPoint for the Governance Session

WY Telehealth Consortium

Governance Session

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For Discussion

- WTC Leadership Committee
- Who (what roles) should serve on the WTC Leadership Committee?
- What roles should WDH and WyTN have in the WTC?

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For Discussion

- Subcommittees:
 1. Legislative
 2. Finance (Membership, Sponsorship, and Funding)
 3. Education
- Are we missing any subcommittees?
- Voting Structures?

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Next Steps




- Strategic Plan with Governance Structures
- Recommendations for next steps moving forward

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Appendix J: Team Charter Template

The purpose of having a charter is to clarify the direction and support for a project. This charter provides guiding principles, objectives, and roles and responsibilities that will shape and inform planning, coordination, and decision making throughout the life of the project.

Table 11. Charter Template

Committee Name	
Committee Chair	
Committee Purpose	
Mission and Objectives	
Objectives	
Scope	
Committee Members	
Roles and Responsibilities Including Decision Making Responsibilities	
Communication Protocols	
Meeting Protocols	