



# **eHealth Strategic Plan**

*Erie St. Clair Local Health Integration Network*

## **Executive Summary Presentation**

*September 15<sup>th</sup>, 2006*

*Updated September 22<sup>nd</sup>, 2006*

# Executive Summary Presentation Agenda

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## 1. Welcome and Introduction

Sharon Pfaff & Betty Kutcha

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## 2. Meeting Objectives

Rhonda Chou

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## 3. eHealth Strategic Plan Summary

Rhonda Chou

eHealth Advisory Group Membership  
Current State Analysis  
SWOT Analysis  
Vision, Strategic Directions  
Guiding Principles  
5 Year Strategic Roadmap  
Governance  
Critical Success Factors  
Action Plan

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## 4. Action Items and Wrap Up

Sharon Pfaff

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## 5. Closing Remarks

Gary Switzer

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## **We hope to achieve the following objectives in today's meeting**

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- **Endorse the 5-Year Strategic Roadmap**
  - Inclusive of LHIN priorities and Provincial eHealth initiatives
- **Endorse in principle the draft Memorandum of Understanding**
- **Endorse the recommendation to retain the existing eHealth Advisory Group for the purpose of overseeing the transition from planning to execution**
- **Endorse the establishment of the LHIN eHealth Strategic Council**
- **Endorse the proposed Action Plan**

## An eHealth Advisory Group was established and charged with the development of the LHIN eHealth strategy

Sector	Members	Organization
Community Agencies	Chris Biggs Sondra Callum	Bayshore Canadian Red Cross
Community Care Access Centres (CCACs)	Darren Brown Vicki Harkness	WE CCAC CK/SL CCAC
Community Health Centre (CHC)	Kathy Bresett	North Lambton CHC
Hospitals (Acute, Rehab and Complex Continuing Care)	Paul Audet Gary Higgs Nancy Snobelen	HDGH BWH Rehab & CCC - CKHA
IHSP Liaison	Ralph Ganter	LHIN
LHIN eHealth Lead	Sharon Pfaff ( <i>chair</i> )	CHIS
Long Term Care	Ann Currie	PC Lodges
Mental Health and Addictions	Bill Marcot	Mental Health - WRH

# Why should Erie St. Clair LHIN move forward with an eHealth Strategy?

## Improving Client Care & Safety

- Timely access to critical client information and services
- Reduce risk of errors through access to client information via a clinician portal
- Improve client safety through the use of IT tools that address quality and safety issues

## Empowering Clients/Public/Providers

- Provide health promotion and prevention tools to both clients and providers in shifting the focus from curing to preventing
- Develop client portals, chronic disease management programs, and self-diagnosis tools to empower clients to manage their own health care

## Connecting to Community Care

- Increase access to integrated client information across the continuum of care
- Improve communication and integration of health care communities

## Meeting Ontario's Health Care Transformation Agenda

- Consistent with Infoway's Interoperable EHR program
- Consistent with Ministry of Health and Long Term Care (MOHLTC) initiatives including Wait Time Information System and provincial EMPI initiative
- Align with the Provincial LHIN eHealth Council agenda
- Support MOHLTC transformation agenda and Family Health Team initiatives

## Improving Process Efficiency

- Maximize staff time and increase worker efficiency
- Improve information and system management, resulting in reduced administrative time and costs
- Help to mitigate health human resource shortages (particularly physicians and specialists)
- Reduce the duplication of services such as lab test, x-rays, etc

## Various inputs received during the current state analysis set the foundation for the LHIN eHealth Strategy

### Stakeholder Engagement Workshop:

- 60+ participants from across sectors
- Asked to describe the service delivery needs within their sector
- Asked to identify solutions to address the service delivery needs

Identified priority service delivery needs to be addressed

### Executive Interviews (CEO/EDs/CIOs):

- 16 one-on-one interviews completed
- 1 hour spent with each participant to understand their views on eHealth in the Erie St. Clair LHIN

Informed guiding principles and main strategic directions

### Strategic Document Review:

- Continuing Care eHealth Strategy
- Erie St. Clair LHIN Integrated Health Services Plan Draft Priorities
- Ontario Hospital Association Electronic Health Record Readiness Survey

Provided inputs to the strategic plan

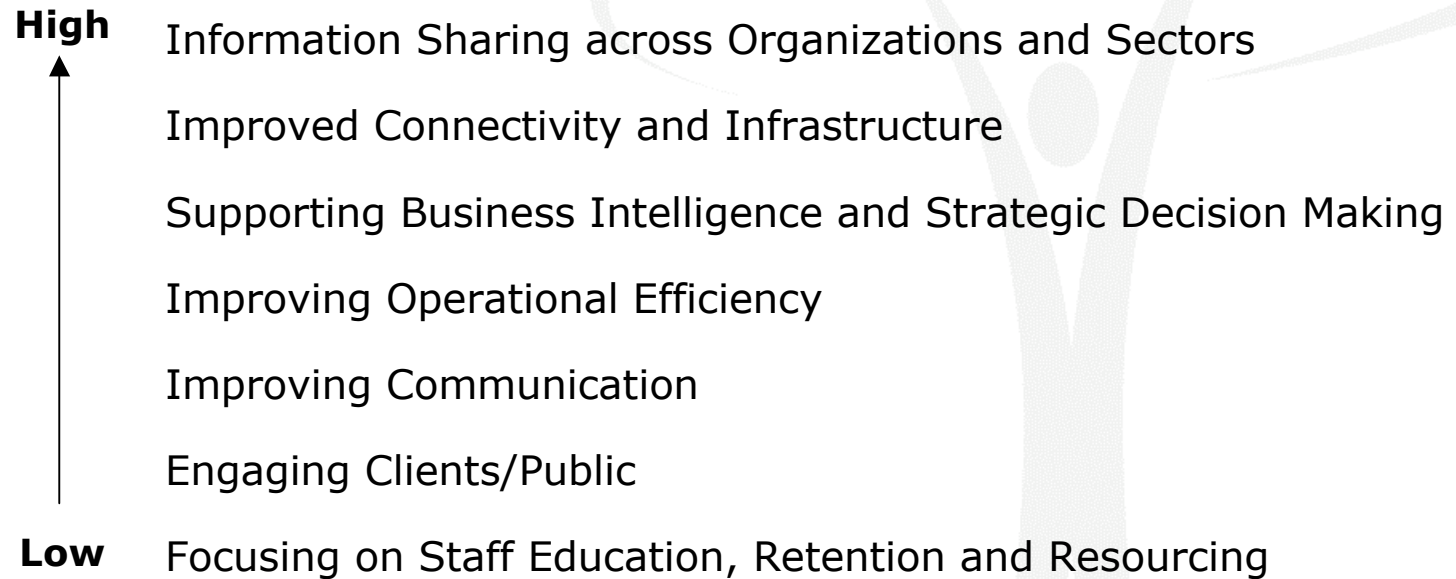
### IM/IT Survey:

- Sent to LHIN organizations where an e-mail address was available
- 22 responses were received: 5 acute care facilities and 17 non-acute care facilities
- Questions were targeted to areas where information gaps were identified

Resulted in a general understanding of the current state of IM/IT investment across the sectors

## The following “clinical and business needs” were identified and prioritized during the stakeholder engagement workshop

The needs are listed below in general order of how they were ranked\*



\*There was not a material difference in rankings from perspective, role or sector

# A SWOT analysis framework was used to synthesize the findings from the assessment of the current environment (workshop, interviews, survey, documents)

## Strengths

- Existing vehicle for delivering shared IM/IT services: Consolidation Health Information Services - CHIS
- Common Clinical Management System for Family Health Teams
- Common Clinical Management System for Community Health Centres
- Robust consumer portal available for use (Centre for Smart Community Innovation Consumer Portal)
- Comprehensive inventory of health care service providers across Ontario available to CCACs (I&R - Information and Referral Database)
- An innovative community scheduling system deployed at Chatham Kent Health Alliance and Windsor Regional Hospital
- Spirit of collaboration (eg. deployment of SolCom across 4 hospital sites)
- High satisfaction with the CHIS program implementation

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## **IM and IT have been identified as critical enablers in supporting the Integrated Health Services Plan. The development of the eHealth strategy was coordinated and aligned with the IHSP**

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- The LHIN's **strategic priorities** as identified in the IHSP are:
  - Support chronic disease management
  - Improve system navigation (for example, a directory of health care service providers across the LHIN for public use)
  - Emphasize health promotion and prevention (for example, provide education on health care issues such as public health, depression, obesity, and heart disease)
  - Reduce dependencies on hospitals
  - Focus on access issues including critical care access
  - Evaluate opportunities for back office system integration
  - Develop strategies for human resources recruitment and retention
  - Supporting care at home
- Specific **critical success factors** identified in the IHSP include:
  - Increasing access
  - Increasing quality
  - Developing system thinking
  - Developing a sustainable system

## The Advisory Group established a set of principles to guide the development of the LHIN eHealth strategy

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- We will recognize that we are not “starting from scratch”; we will leverage existing investments, initiatives, and expertise where appropriate and optimize current organizational strengths, both within and beyond Erie St. Clair LHIN
- We will engage clinicians and physicians in the development and execution of the strategy
- We will ensure alignment and identify gaps with the provincial eHealth strategy
- Our prime focus will be on regional opportunities and are supported by individual organization interests
- eHealth initiatives will be based on best practice and the use of common standards
- The eHealth Strategic Plan will balance opportunities for early wins with initiatives leading to the achievement of our long-term vision
- We will put the client first when designing information management strategies
- We will ensure all decisions are based on a business case and are affordable and sustainable
- We will choose solutions that are adaptable and will allow integration with other LHINs
- We need to trust and respect each other and the unique needs of each organization

***-Through collaboration, we become better-***

## The Advisory Group reviewed all findings and inputs and developed the eHealth vision and strategic directions

### **Ontario's Health Care Vision**

"A health care system that helps people stay healthy, delivers good care when they need it, and will be there for their children and grandchildren"

### **Ontario's e-Health Vision**

"By 2015, Ontario's health system is the safest, highest quality, and most sustainable in Canada because people have the right information, at the right time and in the right place. Ontarians are confident that:

1. They have the information they need to make decisions about their health and health care;
2. Providers and clinicians are freed to focus on timely and highest quality care; and
3. Government and LHINs ensure an accountable, equitable, effective and efficient health system

### **Erie St. Clair LHIN eHealth Vision**

*~ A health system that empowers its people (physicians, providers public) to achieve a healthy lifestyle~  
eHealth is used to provide quality care and ensure people have access to a sustainable system*

### **Strategic Directions**

1. Improve Provider Efficiency by Sharing Information and Integration of Services
2. Improve Management and Prevention of Chronic Diseases
3. Empower Clients
4. Improve Operational Efficiency

## Strategic Direction #1:

### *Improve Provider Efficiency by Sharing Information & Integration of Services*

This priority focuses on making it easier to practice good medicine and sharing information across the continuum of care.

Improved access to health care information and services by providers when they need them is critical to a well functioning health system.

<b>Goals</b>
Improve information sharing between providers across the health care spectrum
Improve provider awareness of the services within the LHIN
Support physicians/providers with the implementation of an integrated Clinical Management System (CMS) to allow for timely access to client records and improve client safety
Integrate the Electronic Medical Record (eg. CMS) and Electronic Patient Records (EPR) into an Electronic Health Record
Improve ability to navigate health care information across the continuum of care
Support Erie St. Clair LHIN business strategies of access, efficiency and coordination
<b>Initiatives</b>
Develop an infrastructure architecture to support eHealth Strategy Initiatives
Deploy secure email to all LHIN organizations
Automate and improve integration with physician offices and Family Health Teams
Automate and standardize the referral information management process
Establish a regional clinical portal
Develop an online inventory of health care services ( <i>this initiative has 2 audiences: provider and public</i> )

## Strategic Direction #2:

### *Improve Prevention & Management of Chronic Diseases*

Enhancing the prevention and management of chronic diseases will support seamless and integrated care and improve the health outcomes of clients with chronic diseases. This will involve focusing on empowering individuals, sharing accountability and enabling proactive care delivery through the development of a Chronic Disease Prevention and Management Program

<b>Goals</b>
Support the management of chronic diseases through the chronic disease registry and client portal
Improve the process for managing clients according to evidence based guidelines and incorporating health promotion tools
<b>Initiatives</b>
Provide IM/IT support to a Chronic Disease Prevention and Management Program

## Strategic Direction #3: *Empowering Clients*

Empower clients and the public to make informed decisions by providing appropriate tools and timely information.

Goals
Improve public awareness of the services within the LHIN and how to access them
Improve client access to their health information to better manage chronic diseases
Initiatives
Implement a client portal* (initially will include information for chronic diseases and may expand to include other health information including health promotion)
Develop an online inventory of health care services; potentially through a consumer portal** ( <i>this initiative has 2 audiences: provider and public</i> )

### **Definitions:**

**\*Client Portal:** Portal for people currently engaged in the care process

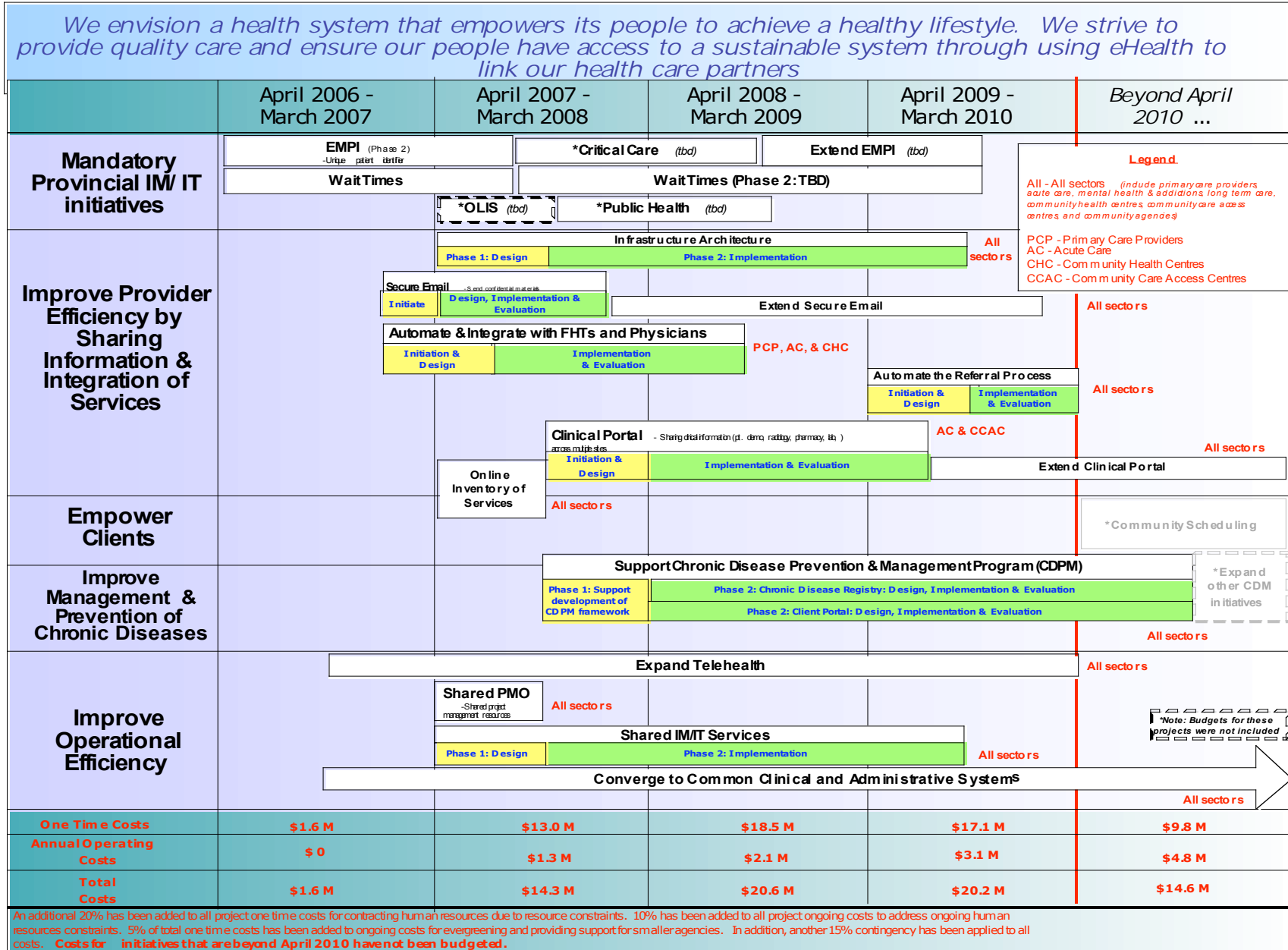
**\*\*Consumer Portal:** Portal for the general public; may or may not be engaged in the care process (eg. a community portal)

## **Strategic Direction #4:** ***Improve Operational Efficiency***

Improve operational efficiency and identify potential areas for collaboration across the LHIN to optimize the use of resources

<b>Goals</b>
Optimize the use of resources (financial and human)
Achieve more value for a given level of spending
Deliver eHealth strategic projects on schedule and within budget and with predefined outcomes achieved
Achieve best practice methodologies on project management and change management
<b>Initiatives</b>
Develop a shared IM/IT support services group
Develop a shared Project Management Office
Expand Ontario Telehealth Network to address clinician/specialist demands
Converge to common clinical and administrative systems

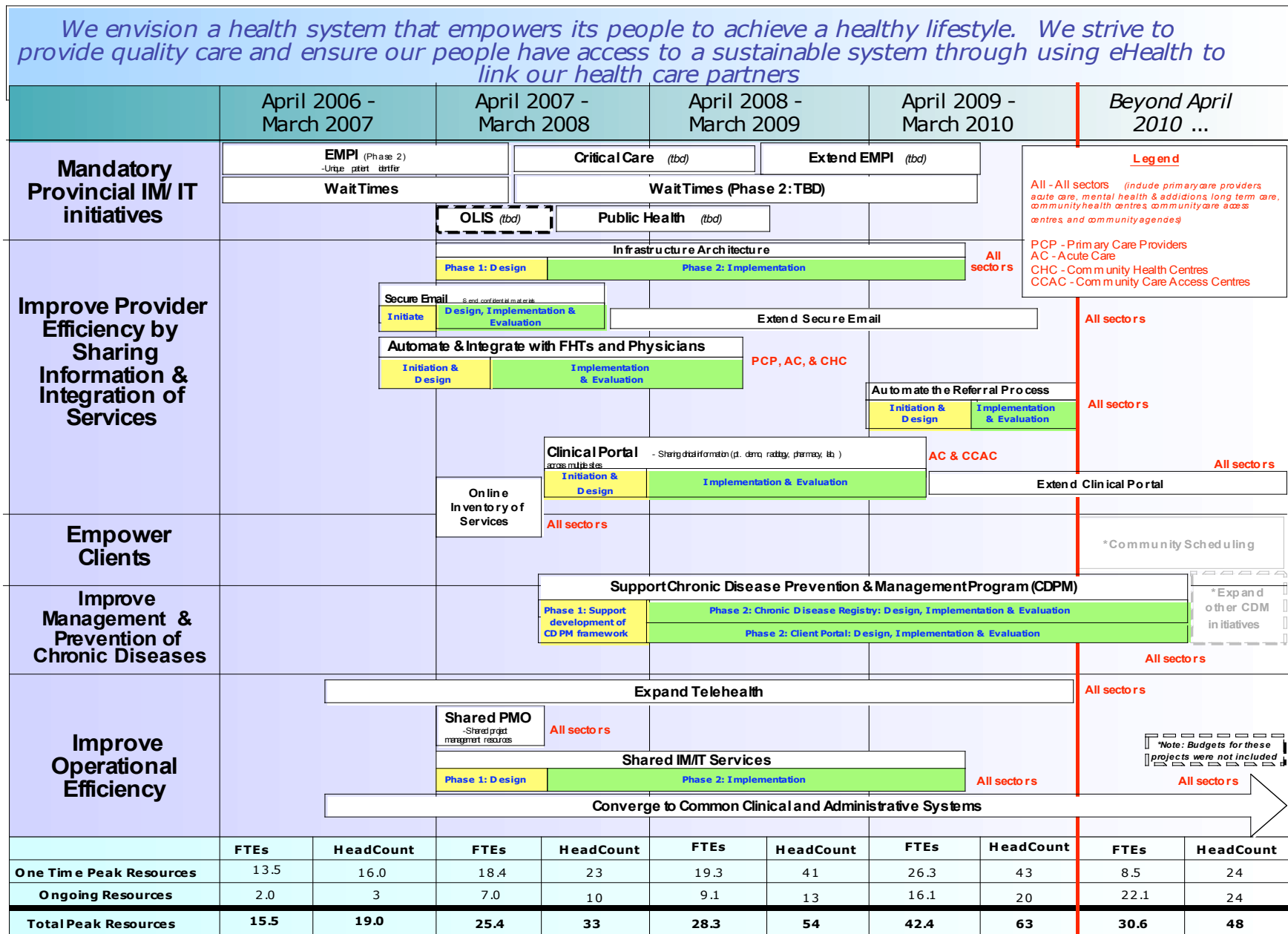
# This roadmap depicts the planned implementation and financial implications of the LHIN's 5 year strategy. This plan should be revisited annually to ensure its ongoing appropriateness and accuracy



## Here are the one-time and annual ongoing cost for each initiative over the next 5 years

Initiative	Duration (Months)	One-Time Cost	Annual Ongoing Cost
Support MOHLTC Projects	42	\$10,500,000	
Infrastructure Architecture	30	\$1,720,000	
Secure Email	36	\$2,130,000	\$180,000
Automate and Integrate with Physician Offices	21	\$1,420,000	\$680,000
Automate Referral Information Management Process	12	\$1,100,000	\$140,000
Clinical Portal	45	\$9,900,000	\$1,380,000
Online Inventory of Services	6	\$180,000	\$35,000
Supporting Chronic Disease Prevention & Management	36	\$7,000,000	\$1,160,000
Shared PMO	6	\$490,000	\$1,750,000
Shared IM/IT Services	20	\$630,000	\$210,000
Expand Ontario Telehealth Network	42	\$665,000	\$600,000
Converge to Common Admin and Clinical Systems	54	\$7,520,000	
20% for Contracting Resources (10% ongoing)		\$8,760,000	\$614,000
5% (of 1 time costs) for Evergreening			\$3,100,000
15% Contingency Across all initiatives		\$7,900,000	\$1,500,000
<b>Total</b>		<b>\$61,000,000</b>	<b>\$11,300,000</b>

# This roadmap depicts the resource implications of the LHIN's 5 year strategy



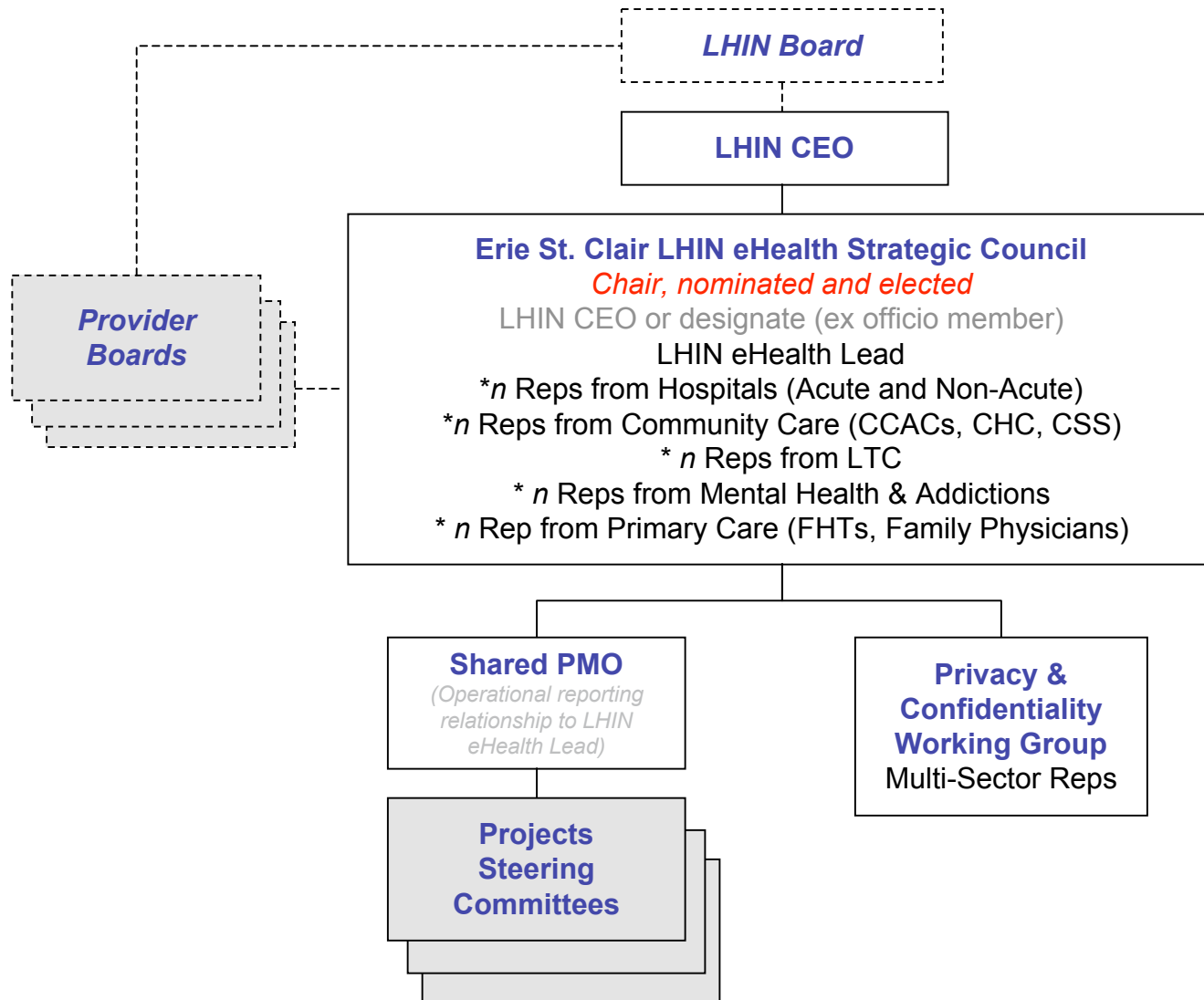
## In order to achieve the LHIN e-Health vision, sustained and committed investments are required

- The total operating budget of Erie St. Clair LHIN organizations is **\$792 M** per year (2005/06)
- On average, organizations within this LHIN are spending 1.63%\* of their revenue on IM/IT
  - Hospitals spend 2.74%\* on average
  - Others spend 1.26%\* on average
- The cost of executing this plan over the next 3 years, April 2007-March 2010, is **\$55.1 M**. This amount is equivalent to approximately **2.3%** of Erie St. Clair LHIN's total operating expenditure over each of the next 3 years. This will be funded through a combination of external and internal funding
- Recognizing the amount of change and aggressive timelines of the strategy, the estimated budget spending includes a portion of costs to build capacity to deliver and ensure there is funding for change management to address provider adoption and the ability for organizations to absorb change
- IT spending in the Canadian healthcare system has been disproportionately low for years. IT investment needs to be 5-7% of total operating funding to address the lh

**An MOU was developed to govern the execution of this plan. It built on an existing MOU encompassing hospitals and CCACs**

	<b>First MOU</b>	<b>Second MOU</b>
<b>Intent</b>	Promote cooperation, coordination, optimization of efficiencies and convergence of systems	Provide a framework for the planning and execution of the rolling LHIN eHealth 5 year strategic plan. Define expectations and enable consistent messaging
<b>Scope</b>	Hospitals and CCACs	All LHIN providers
<b>Mandate</b>	Establish process for making planning and operational IS/IM/IT decisions	Planning and execution of the rolling LHIN eHealth 5 year strategic plan
<b>Duration</b>	Not defined; developed early spring 2006	Not defined; to be reviewed annually. Developed September 2006

**A key component of the MOU is an eHealth Strategic Council. This council may establish working groups to help in executing its mandate**



\* Number of reps to be determined

## Governance and Leadership is one of four factors critical to the successful delivery of the LHIN eHealth Strategic Plan

- **Governance and Leadership**

- Successful eHealth strategy implementation is dependent upon a clearly articulated governance structure that clarifies decision making and provides credible leadership
- Risk Mitigation Strategy:
  - Clear definition of roles and responsibilities for the following are important to ensuring integration of eHealth activities
    - LHIN CEO
    - LHIN eHealth Lead
    - eHealth Strategic Council
  - Communicate and finalize the Memorandum of Understanding
- Establish a feedback mechanism to evaluate the success of the risk mitigation strategy

## **Sustainable Funding and Necessary Resources is one of four factors critical to the successful delivery of the LHIN eHealth Strategic Plan**

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- **Sustainable Funding and Necessary Resources**

- Each project will require the allocation of sustained and committed funding and resources that will enable a successful delivery within the agreed upon schedule and budget
- Risk Mitigation Strategy:
  - Confirm funding allocation model and incremental investment required on a project by project basis
  - Establish funding strategy (internal and external) for sustainable multi-year funding and/or resources
- Establish a feedback mechanism to evaluate the success of the risk mitigation strategy

## A Shared Project Management Office (PMO) is one of four factors critical to the successful delivery of the LHIN eHealth Strategic Plan

- **Shared Project Management Office (PMO)**

- The shared PMO provides a central coordinating function and ensure the use of consistent project management methodology. The PMO will monitor shared projects to ensure that each initiative is completed successfully within budget, schedule and have met the desired outcomes
- Risk Mitigation Strategy:
  - Establish a shared project management office (PMO) structure and staffing
  - Define formal consistent PM methodology for each project. Tools may include:
    - Project Charter
    - Status Reports
  - An MoU is established for each project
- Establish a feedback mechanism to evaluate the success of the risk mitigation strategy

## Effective Change Management and Communication is one of four factors critical to the successful delivery of the LHIN eHealth Strategic Plan

- **Effective Change Management and Communication**

- Change management consists of stakeholder engagement, communication, training and education and process re-design. Those who will use the systems being implemented must be able to adopt them into their workflows and derive benefit from them
- Risk Mitigation Strategy:
  - A change management and communication strategy is a resourced and funded component of each initiative
  - Resources must be assigned to enable workflow analysis and redesign
  - Resources must be provided to support initial and ongoing user education and training
  - Multiple communication channels and vehicles are required to encourage and enable the sharing of eHealth successes, best practices and knowledge within and between healthcare providers across jurisdictions
- Establish a feedback mechanism to evaluate the success of the risk mitigation strategy

## After approval of this Strategic Plan by the LHIN board, the following Action Plan should be executed

### Fiscal Year 06/07

### Beyond April 2007

#### Establish a Communication Framework

- Provide update to all eHealth strategy participants
- Brief LHIN IHSP on the eHealth strategic plan
- Develop and execute a communication strategy to LHIN-wide leadership
- Develop a plan for communicating and marketing the strategy within stakeholder organizations

#### Implement the Governance Structure

- Finalize and approve the MOU
- Finalize the LHIN eHealth Strategic Council membership
- Hold first meeting of the new eHealth Strategic Council within 60 days
- Determine process for refreshing the MOU

#### Execute the Funding Strategy

- Develop and implement strategy for securing Ministry of Health and Long Term Care funding
- Develop and execute a strategy for securing external funds
- Participate in Provincial eHealth Strategy

- Participate in Provincial eHealth Strategy

#### Tactical Planning

- Develop a year one action plan using the remaining funds provided by the Ministry
- Develop a Benefits Realization Framework for evaluating the progress and success of the strategic initiatives
- Develop a process for refreshing the strategy

- Develop the shared Project Management Office
- Confirm the list of shared initiatives and participants that will move forward
- Clarify financial commitment on a project by project basis
- Identify and secure project staff (both internal and external to the LHIN)
- Develop action plan for subsequent years



Questions?

## Requested action items from CEO/EDs:

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- **Endorse the 5-Year Strategic Roadmap**
  - Inclusive of LHIN priorities and Provincial eHealth initiatives
- **Endorse in principle the draft Memorandum of Understanding**
- **Endorse the recommendation to retain the existing eHealth Advisory Group for the purpose of overseeing the transition from planning to execution**
- **Endorse the establishment of the LHIN eHealth Strategic Council**
- **Endorse the proposed Action Plan**



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