Northwest Health Alliance

Hospital eHealth Strategic Plan
2016 - 2021
March 2016
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Preface

It is our pleasure to present the Northwest Health Alliance’s Hospital eHealth Strategic Plan for 2016-2021. This plan identifies four priorities to advance the state of technology in Northwestern Ontario hospitals to help enable safe, high quality, and cost-effective patient care.

In the development of this plan, we engaged our members through onsite visits, current state assessments, surveys, engagement meetings and leadership discussions. In addition, we examined the ongoing work of the North West Local Health Integration Network (including their Health Services Blueprint and Health Links transformation initiatives) and performed literature reviews of critical planning documents at both the regional and provincial level.

We would like to thank everybody for sharing their collective wisdom and advice, as the input gathered from various levels of our member organizations was critical to the successful development of this plan.

The adoption of this five-year plan represents the beginning of a journey for the Northwest Health Alliance and its member hospitals. As you will see when you review the plan, partnerships and increased collaboration amongst members are key strategies for us. We look forward to working with all of you to strengthen and improve health service delivery within our region.

Sincerely,

Wade Petranik  
*Board Chair*

Bruce Sutton  
*Executive Director*

Andrew Wehrstedt  
*Chief Information Officer*
Executive Summary

eHealth/Information Technology services are critical to an effective, efficient, safe hospital operation. All major clinical systems and procedures rely on a strong technological infrastructure, and strong technology resources, in order to provide high quality patient care.

After engagement with hospitals, funding organizations and performing a regional current state assessment the following four strategic priorities have been defined by the Northwest Health Alliance:

1. Increase Standardization of IT Technology to Minimize Costs, Reduce Support Demands, Avoid Compatibility Problems and Improve Communications

2. Improve eHealth Infrastructure to Increase the Reliability and Performance of Hospital Operations

3. Realign IT Service Structures to Improve Regional Coordination and Optimize Service Delivery; and

4. Utilize Advanced Technology to Improve Patient Health Outcomes
The following tables presents a summary of the priority initiatives identified for our region along with the strategic priority, or priorities, they will help advance:

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<td>Implement Region-Wide Closed Loop Medication</td>
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Introduction

The Northwest Health Alliance (NWHA) is a Shared Services corporation that provides governance, oversight and services to its member organizations. Currently all 13 hospitals in Northwestern Ontario and the North West Community Care Access Centre (NW CCAC) are members of the NWHA.

The hospitals in Northwestern Ontario vary in size from the smallest number of 18 beds in Manitouwadge and Red Lake, to up to 375+ beds at Thunder Bay Regional Health Sciences Centre. In terms of technology there are organizations with minimal budgets set aside for IT while others are allocating around the provincial average for hospitals. Some organizations have non-enterprise grade aging equipment while others have sophisticated, current equipment. There are also varying levels of IT support in organizations ranging from outsourced IT at only a day a week to full IT departments with more than 20 full-time employees.

The NWHA has developed this 5-year strategic plan for hospital eHealth and technology under the guidance of the NWHA eHealth Advisory Committee and the support of all 13-hospital members for the advancement of the entire regional hospital system. The strategic plan was created through ongoing engagement with member organizations by means of site visits, surveys, meetings and interviews/discussions as well as by aligning regional planning documents and priorities. The NWHA - Hospital eHealth Strategic plan aligns with the eHealth Services Plan developed by the North West Local Health Integration Network (NW LHIN) which ensures that strategic investments and initiatives will be supported by our primary planning and funding agency.

The NWHA - Hospital eHealth Strategic Plan enables individual member hospitals to align individual local initiatives and priorities with overarching regional priorities in order to advance the state of eHealth for the entire regional hospital sector. The NWHA - Hospital eHealth Strategic Plan outlines not only strategic priorities for the region but also key objectives that upon achievement will dramatically advance the state of eHealth in our region and position our region well for future success.

The NWHA – Hospital eHealth Strategic Plan establishes four priorities that will guide regional activities and decision making over the coming 5 years (2016-2021) to advance and improve hospital eHealth.

These priorities are to:

1. Increase Standardization of IT Technology to Minimize Costs, Reduce Support Demands, Avoid Compatibility Problems and Improve Communications

2. Improve eHealth Infrastructure to Increase the Reliability and Performance of Hospital Operations

3. Realign IT Service Structures to Improve Regional Coordination and Optimize Service Delivery; and

4. Utilize Advanced Technology to Improve Patient Health Outcomes

The commitment and focus on these four priorities will provide our regional with safer, robust and intelligent systems that increase the quality and safety of patient care while maintaining or reducing cost to the overall health system.
The role of the Northwest Health Alliance in eHealth

The NWHA provides a structure for operating regional systems with a shared governance model. The NWHA provides an impartial view of systems, ensuring the overall regional system does not get compromised by the needs or operations of a single operation.

In 2013 the hospitals approached the North West LHIN to secure funding to create a Regional Chief Information Officer position with the intent to better align, and enforce, eHealth/IT across the regional hospitals. A key part of this strategic plan is to set strategic directions to increase standardization, performance, reliability and efficiency of not only regional eHealth/IT systems but also individual organizational systems.

All hospitals are members of the NWHA. The members elect a Board of Directors to represent their interests and all hospitals have the opportunity to have two individuals sit on the NWHA’s eHealth Advisory Committee, which not only oversees the advancement of the regional eHealth strategic plan but also discusses regional priorities and operational issues and makes recommendations to the Regional Chief Information Officer and NWHA Executive Director.

The NWHA works to build and maintain critical regional partnerships with technology vendors and funding agencies to help ensure the region is well positioned for funding opportunities and initiatives that will advance the strategic goals and directions of the region.

What is eHealth in the Hospital Setting?

“eHealth is an overarching term used today to describe the application of information and communications technologies in the health sector. It encompasses a whole range of purposes from purely administrative through to health care delivery.

Within the hospital care setting, eHealth refers to electronic patient administration systems; laboratory and radiology information systems; electronic messaging systems; and, telemedicine – teleconsults, telepathology, and teledermatology.”

Health Canada

In the NWHA - Hospital eHealth Strategic Plan we use a slightly broader definition for eHealth which is simply:

“The information and communication technology that is used to enable the delivery of safe, high quality, reliable care within the hospital setting”
Northwest Health Alliance’s eHealth Advisory Committee

The NWHA’s eHealth Advisory Committee provides recommendations, advice and guidance to the NWHA Chief Information Office and Executive Director. The committee also oversees the implementation and advancement of the regional eHealth strategy.

All NWHA members have up to two representatives on the committee (one voting, one non-voting) with the goal of having both a clinical and a technical representative on the committee to balance the clinical user experience and need with the technical experience and need.

The expectation for members of the committee is to be a conduit between the NWHA and member leadership. Members should bring information discussed at the meetings back to member leadership and when appropriate bring member leadership questions or concerns back to the committee meeting for discussions.

Items like regional budgets, project cost sharing, standards definition, policy and procedure development and approval, and regional project prioritization are all common topics that are discussed at committee meetings.

The committee aims to meet monthly or at the call of the committee Chair.
The Hospital eHealth Strategic Plan sets priorities and key objectives for the advancement of eHealth technology at the regional hospitals. The plan itself aligns with, and will help advance, other regional and provincial strategies (Appendix A).

**Approach to Establishing Priorities**

The Hospital eHealth Strategic Plan focuses on four key objectives:

**Access**
- **Improve access** – providing faster access to the right care.

**Connect**
- **Connect services** – delivering better coordinated and integrated care in the community, closer to home.

**Inform**
- **Support people and patients** – providing the education, information, and transparency they need to make the right decisions about their health.

**Protect**
- **Protect our universal public health care system** – making evidence-based decisions on value and quality, to sustain the system for generations to come.

Ontario’s Patients First plan builds on the commitment from Ontario’s Action Plan for Health Care and sets the framework for the next phase of health care system transformation.
Ontario’s eHealth Blueprint and eHealth 2.0

Health care in Ontario is complex with over 300,000 health care professionals creating thousands of patient records every day. These records get stored in a variety of locations, in a variety of incompatible systems, all managed by individual organizations. Because of this patient data fragmentation occurs and sharing a complete record of patient’s medical history is extremely difficult. Ontario’s eHealth blueprint sets a framework for electronic health record planning and delivery, providing a future state high-level view of the patient record in Ontario.

The blueprint helps guide the implementation of interoperable standards-based solutions that improve health care for all people in Ontario. The complete blueprint is made up of three views:

1. **Business View** - represents the services that eHealth Ontario provides to the Health Care sector
2. **Information View** - provides a model of the information that constitutes the patient record in the health care system
3. **Systems View** - describes the applications, services and core infrastructure required to build and integrate eHealth solutions.

There are three components of eHealth 2.0

1. **eHealth Strategy 2.0** - ensures that eHealth advances health system transformation in a sustainable measurable way
2. **eHealth Governance 2.0** - creates the conditions to develop and advance the strategy through ministry leadership
3. **eHealth Privacy and Information Management 2.0** - builds on the eventual passage and implementation of Bill 119, the Health Information Protection Act (HIPA)

The four key pillars of eHealth 2.0 are:

- **Access** - ensuring patients can get care when and where they want it
- **Connect** - enabling innovative integrative care that supports better outcomes and improves the patient experience
- **Inform** - putting the right information in the hands of patients, providers and public health to keep people healthier, longer
- **Protect** - ensuring a fiscally sustainable public health system

The Ontario eHealth blueprint, and eHealth 2.0, are foundational to eHealth decision making at the North West LHIN and provide direction and insight to achieve the vision of an interoperable electronic health record for all people in Ontario.

North West LHIN Health Services Blueprint & Health Links

The North West LHIN Health Services Blueprint is a 10-year plan to reshape, strengthen and sustain the health care system in Northwestern Ontario. The Health Services Blueprint will create an integrated health system model where health service providers collaborate at the local, district and regional levels to provide care.

The Health Services Blueprint will create 5 Integrated District Networks (IDNs) in Northwestern Ontario.

- District of Kenora Integrated District Network
- District of Rainy River Integrated District Network
- District of Thunder Bay Integrated District Network
- City of Thunder Bay Integrated District Network
- Northern Integrated District Network

Health Links will encourage greater collaboration between health care providers, hospitals, long-term care, home care and community supports. Improved care coordination and information sharing will result in faster care for the patients with less time spent waiting for services. Health Links will also enable greater support by a team of health care providers at all levels of the health care system.

There will be 5 Health Links in Northwestern Ontario, and they are aligned to the 5 IDNs identified in the Health Services Blueprint.
The North West LHIN Integrated Health Services Plan IV (IHSP) 2016-2019

The Local Health System Integration Act, 2006 requires all LHINs to produce three-year plans for their regions. The 2016-2019 IHSP identifies four priority areas to advance system transformation.

These are:

**Priority #1**
Improving the Patient Care Experience

**Priority #2**
Improving Access to Care and Reducing Inequities

**Priority #3**
Building an Integrated eHealth Framework

**Priority #4**
Ensuring Health System Accountability and Sustainability

The North West LHIN eHealth Services Plan (eSP) 2013-2016

The North West LHIN’s eHealth Services Plan expands on priority three of the IHSP, Building an Integrated eHealth Framework but is also an enabler to the achievement of the other three priorities identified in the IHSP.

The eSP 2013-2016 identifies three priorities that will advance and improve the state of eHealth within the North West region:

- Integrate regional electronic health records to improve patient-centered care
- Build regional capacity to accelerate the adoption of eHealth Systems and technologies to gain system-wide benefits, as rapidly as possible; and
- Advance the use of innovative technology solutions to improve access to care and health outcomes, resulting in healthier people

How It All Fits Together

The NWHA Hospital eHealth Strategic Plan will enable the creation of individual hospital-level tactical eHealth Plans, and region-wide tactical plans, that upon completion will advance the goals defined in the plan. Achieving the goals in the NWHA Hospital eHealth Strategic Plan will help show progress on the North West LHIN’s planning documents and ultimately will have an affect all the way up to the province’s goals for Ontario.
Regional Current State Analysis

A current statement assessment of all hospitals in Northwestern Ontario was completed as part of the development of this 5-year strategic plan. A high level summary of findings is included in this report.

**Spending**

Hospitals in our region are not allocating enough funds to adequately maintain eHealth operations in hospitals with capacity to take on new initiatives and continue to advance the technological infrastructure. As a region we are collectively spending 1.7% on eHealth/IT. While there is no industry benchmark for eHealth/IT budgets we know that advanced clinical systems required significant human resources and capital to operate. In order to become a leader in the use of technology to improve care and safety a significant investment in IT/eHealth is required.

**Resourcing**

Every hospital, with the exception of TBRHSC/SJCG’s shared Informatics department, operates as independent IT organizations. There is some sharing of resources across the region. Hospitals with small budgets generally cannot afford the cost of having a properly resourced IT department. The majority of hospitals in the region are under resourced resulting in having no resource capacity to take on additional project work to advance our infrastructure. In some cases there are not enough resources at organizations to sufficiently maintain current operations. This makes improving infrastructure, and implementing new technologies and software systems almost impossible to accomplish.

**Infrastructure**

When budgets are tight eHealth/IT tends to be one of the areas that gets hit first. Many hospitals in the region operate on non-enterprise grade equipment and attempt to stretch the life of the equipment out as long as possible. There are significant issues with the data centre where the critical region systems are operated out of and many hospitals are using very poor environments to house what eHealth/IT systems they have operating in their facility. The infrastructure is the backbone to the regional eHealth system and is only as strong as the weakest link. In the current environment there are many weak links that could lead to system downtime and failure.

**Regional Shared Systems**

Significant advancement has occurred over the past 10 years with regional shared systems. The Hospital Information System (Meditech) is now in operation at all 13 hospitals in the region. The Picture Archival and Communications System (PACS) is shared by 12 of the 13 hospitals in the region. Recently a regional coding and abstracting system (3M) was implemented at all acute care hospitals.

While there are great successes with regional shared systems there are still many opportunities worth exploring amongst the member hospitals. Back office systems such as finance, payroll, email, file storage could be centralized and shared, reducing cost of equipment, software licenses and number of resources required to support duplicate systems.

Sharing and regionalizing systems provides significant benefit in terms of access to information, quality of service, consistent support, etc. It also raises challenges of seeking consensus, priority of projects and standardizing policies and procedures.

**Provincial System Integration**

Our region has become substantially connected to provincial systems. In the past year we connected all hospitals to the Ontario Lab Information System (OLIS), which provides a centralized repository of lab tests and results conducted in Northwestern Ontario. Planning is complete to connect the region to the Connecting Northern and Eastern Ontario (cNEO) provincial assets.

It is important that we continue to integrate with the provincial systems as they come online. At times our integrated regional system minimizes the immediate value proposition of the provincial systems however as time goes on the provincial integration will enable our region to minimize the amount of local or duplicate systems we need, which will ultimately reduce cost to the health system.
2016-2021 eHealth Priorities

Over the next five years, the following four priorities will guide and advance decision making and activities at hospitals in our region:

1. Increase Standardization of IT Technology to Minimize Costs, Reduce Support Demands, Avoid Compatibility Problems and Improve Communications

2. Improve eHealth Infrastructure to Increase the Reliability and Performance of Hospital Operations

3. Realign IT Service Structures to Improve Regional Coordination and Optimize Service Delivery; and

4. Utilize Advanced Technology to Improve Patient Health Outcomes
Priority #1
Priority #1
Increase Standardization of IT Technology to Minimize Costs, Reduce Support Demands, Avoid Compatibility Problems and Improve Communications

IT standardization is a strategy for minimizing IT costs within organizations by keeping hardware and software as consistent as possible and reducing the number of tools you have that address the same basic need. Equipment standards help streamline IT infrastructure, simplify decision-making and minimize purchase and maintenance costs.

While hospitals differ in size across the region they are all hospitals with similar technological needs. Standardizing infrastructure across the region will reduce the variety of technological and software system knowledge required by IT staff and will allow hospitals to share equipment if necessary including redundant or spare systems, will help avoid compatibility problems associated with various hardware and software systems, and will enable IT to communicate better with frontline employees with a standard troubleshooting process.

Expected Outcomes
- Reduced equipment, procurement and annual support costs
- Increased ability to share knowledge and resources across the region
- Reduction in number of unanticipated issues with system compatibility
- Improved user experience through increased customer service

Priority Initiatives
The following initiatives will advance our first priority and increase standardization of IT Technology:

1. Establish Regional Technology Standards
   In order to standardize regional technology standards need to be defined. This initiative would see a prioritized set of standard areas defined and the standards established.

2. Annual Equipment Replacement Schedule
   Define an annual forecasted equipment replacement schedule that is regionally shared. This enables the Northwest Supply Chain to forecast procurement requirements and provides sufficient notice for hospitals to participate in region-wide procurements.

3. Software System Consolidation Plan
   Review use of software systems in the region and determine priority consolidation projects that will increase regional support, reduce infrastructure and/or reduce annual software costs.

Objective 1.1
Identify and collaborate on high priority areas for standards definition that will reduce cost, increase efficiency, reduce risk or increase the quality of care provided to consumers of the hospital-based health care system.

Objective 1.2
Collaborate amongst members and the Northwest Supply Chain to implement a procedure to ensure all IT-related procurements have appropriate engagement and are procured in a manner that allows all members to take part of the procurement, immediately or when the time is right.

Objective 1.3
Identify and implement strategies amongst member IT departments to increase knowledge of the standardized products and systems to minimize compatibility issues within organizations and to improve communications and the end user customer experience with IT.
**Priority #2**

*Improve eHealth Infrastructure to Increase the Reliability and Performance of Hospital Operations*

With the advancement of clinical technology a solid infrastructure is absolutely vital to the successful performance of hospital operations. With more electronic systems in place and less paper and manual processes in place, downtime is not an option. There is less and less manual ways to perform necessary clinical functions in today’s digital age.

Hospital networks and equipment require redundancy, minimization and ideally elimination of single points of failure and enterprise-grade equipment that will not only monitor and report on performance but also improve it.

**Objective 2.1**

Ensure enterprise-grade, up to date, equipment is used to ensure reliable high-performing operations

**Objective 2.2**

Minimize or eliminate single points of failure in infrastructure to increase redundancy, infrastructure uptime and ensure a stable environment

**Objective 2.3**

Proactively monitor and administer infrastructure and systems to identify risks and potential areas of concern before they become issues

**Expected Outcomes**

- Increased network and systems uptime
- Reduced risk

**Priority Initiatives**

The following initiatives will advance our second priority and increase and improve the reliability and performance of hospital operations:

1. **Network Management Software**
   
   In order to standardize reporting and ensure data is available for network uptime and performance management standardized network management software should be implemented at all hospitals. A project to procure a common system that can either be centrally administered or is consistent throughout the region will enable future consolidation or centralized support options.

2. **Infrastructure Replacement Plan**

   Identify hospital equipment that is beyond useful life, or is not considered enterprise grade equipment and assemble a replacement plan clearly identifying the costs of the replacement. A multi-year replacement forecast should be a part of the project to determine annual capital costs to keep equipment up-to-date.

3. **Regional Data Centre**

   There is no sufficient data center in Northwestern Ontario to handle the demands and requirements of the hospital health care system. A new data centre needs to be identified (built or located) that has the infrastructure, security, space and environmental requirements.
Priority #3
Priority #3
Realign IT Service Structures to Improve Regional Coordination and Optimize Service Delivery

Our region has unique challenges in delivering cost-effective technology services across a huge geography with many small towns where recruitment can be difficult or at times near impossible. In order to successfully have access to the technology skills and services that all hospitals require, regardless of size, there needs to be new structures (agreements, organizational structures, etc) that improve coordination of technology experts from all of the hospitals in our region – simply stated an optimal service delivery structure needs to be in place.

Objective 3.1
Ensure reasonable access to critical skills and expertise within the region.

Objective 3.2
Expand systems capable of regional usage, or procure new systems, to consolidate infrastructure and enable centralized or regionally coordinated support

Objective 3.3
Align IT services to meet the growing technology needs of hospitals and NWHA

Expected Outcomes
- Reduced system costs of eHealth/IT staffing
- Equitable access to technology skills and services
- Reduced infrastructure and service delivery cost

Priority Initiatives
The following initiatives will advance our third priority, improving coordination throughout our region and optimizing the technical service delivery:

1. Regional eHealth/IT Skills Assessment
   Undertake a project to accurately assess and inventory the eHealth/IT skills available in the regional hospitals and forecast expected vacancies and resource shortages.

2. Regionalize the eHealth/IT Service Desk
   All hospitals should accurately document and report on IT helpdesk/support usage. Having a centralized help desk function will reduce costs and enable regional-level data analysis on service calls, usage, workload, inventory, etc. Procurement efforts for a regional help desk software may be required.

3. IT Service Structure Business Case
   An IT Service structure analysis was conducted by the NWHA in 2014/2015 that demonstrated there is potential value, efficiencies and savings in altering the IT service structure in the region, however the analysis used many assumptions due to lack of data available. A detailed business case will validate assumptions and help determine what service structure is best for the region, and what the actual value proposition is.
Priority #4
Priority #4
Utilize Advanced Technology to Improve Patient Health Outcomes

Technology changes at a rapid pace and advancements in technology can enable safer, higher quality, risk reduced, cost-effective patient care. It is important to constantly be looking at technology solutions and innovations as they become commercially viable to determine if there are benefits to our health care system.

Advanced technology includes advanced clinical functionality in the hospital information system, mobile devices, virtual technologies, etc.

Objective 4.1
Utilize technology to support clinical decision making and ensure decision makers have access to the systems and information they require

Objective 4.2
Reduce manual practices and use technology to provide more efficient, safe, higher quality care

Objective 4.3
Assess new technology as it becomes commercially viable to determine the value proposition for health care

Expected Outcomes
- Reduced risk
- Improved clinical decision making resulting in safer, higher quality care

Priority Initiatives
The following initiatives will advance our fourth priority, advancing the use of technology to improve patient health outcomes:

1. Upgrade Meditech to 6.x
   Meditech 5.6x is dated technology and research, and feedback from other hospitals, has been that the Meditech 6.x platform is required to really take advantage of the clinical benefits that can be offered by the Meditech system. In order to implement advanced functionality like CPOE a move to Meditech 6.x is required.

2. Implement Region-Wide CPOE
   Either during the upgrade to Meditech 6.x or after, Computerized Physician Order Entry is the next logical step to improving patient health outcomes. Having physicians directly enter orders into Meditech reduces risk, improves timeliness and provides for increased clinical decision support.

3. Implement Region-Wide Closed Loop Medication
   Closed loop medication, requiring Meditech 6.x and CPOE ensures the highest level of patient safety for medication ordering. Closed loop medication ensures the right patient is getting the right medication at the right time, and it’s all accurately documented in the regional medical record of the patient.
The following tables presents a summary of the priorities, objectives and performance measures for our region for the next five years.

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<th>Increase Standardization of IT Technology to Minimize Costs, Reduce Support Demands, Avoid Compatibility Problems and Improve Communications</th>
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<td>Objective 1.1</td>
<td>Determine regional technology standards</td>
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<td>Objective 1.2</td>
<td>Ensure regional alignment and involvement on technology procurements</td>
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<td>Objective 1.3</td>
<td>Increase regional knowledge on eHealth products and improve regional communications</td>
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<tr>
<td>Expected Outcomes:</td>
<td>• Reduced costs • Increased knowledge sharing • Reduction in system errors &amp; issues • Improved user experience and customer service</td>
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<th>Priority #2</th>
<th>Improve eHealth Infrastructure to Increase the Reliability and Performance of Hospital Operations</th>
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<td>Objective 2.1</td>
<td>Ensure modern enterprise-grade equipment</td>
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<td>Objective 2.2</td>
<td>Improve infrastructure redundancy</td>
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<tr>
<td>Objective 2.3</td>
<td>Proactively monitor and administer infrastructure</td>
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<tr>
<td>Expected Outcomes:</td>
<td>• Increased network up-time • Reduction in system risk</td>
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<tr>
<td>Objective 3.1</td>
<td>Ensure reasonable access to required IT skills</td>
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<tr>
<td>Objective 3.2</td>
<td>Expand regionally-capable systems</td>
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<tr>
<td>Objective 3.3</td>
<td>Align IT services to meet regional demands</td>
</tr>
<tr>
<td>Expected Outcomes:</td>
<td>• Reduced system costs of eHealth delivery • Equitable access to technology resources • Reduced volume of infrastructure • Reduced regional service delivery cost</td>
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<th>Priority #4</th>
<th>Utilize Advanced Technology to Improve Patient Health Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1</td>
<td>Utilize technology to support clinical decision making</td>
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<tr>
<td>Objective 4.2</td>
<td>Reduce manual practices and utilize technology to provide efficient, safe care</td>
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<tr>
<td>Objective 4.3</td>
<td>Assess new technology to determine the value proposition for health care</td>
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<tr>
<td>Expected Outcomes:</td>
<td>• Reduced Risk • Improved Clinical Decision Making • Higher quality care</td>
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</tbody>
</table>
The following tables presents a summary of the priority initiatives identified for our region along with the strategic priority, or priorities, they will help advance:

<table>
<thead>
<tr>
<th>Priority Initiative</th>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
<th>Priority 4</th>
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</thead>
<tbody>
<tr>
<td>Establish Regional Technology Standards</td>
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<tr>
<td>Annual Equipment Replacement Schedule</td>
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<tr>
<td>Software System Consolidation Plan</td>
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<tr>
<td>Network Management Software</td>
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<tr>
<td>Infrastructure Replacement Plan</td>
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<td>Regional Data Centre</td>
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<tr>
<td>Regional eHealth/IT Skills Assessment</td>
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<td>Regionalize the eHealth/IT Service Desk</td>
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<tr>
<td>IT Service Structure Business Case</td>
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<tr>
<td>Upgrade to Meditech 6.x</td>
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<tr>
<td>Implement Region-Wide CPOE</td>
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<tr>
<td>Implement Region-Wide Closed Loop Medication</td>
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</tbody>
</table>

Measuring Progress and Success

The eHealth Advisory Committee (eAC), a committee reporting to the NWHA Chief Information Officer and Executive Director, was formed to facilitate regional collaboration, identify issues and make recommendations for resolutions. One of the key responsibilities of this committee is to monitor and evaluate the effectiveness of this Strategic Plan. The eAC has up to two representatives from each member hospital organization and meets on a monthly basis.

In order to measure progress a balanced score card approach will be used. Performance metrics will be reported on a quarterly basis to the committee for their review and input. The eAC will help steer activities in the right direction to ensure we achieve our annual targets.

In addition to eAC oversight, the Board of Directors of the NWHA will receive the strategic plan evaluation balanced scorecard so executive level oversight occurs on a frequent basis.

The balanced scorecard will also be posted on the NWHA website to ensure any interested member can view the progress.
Appendices

Appendix A – Supporting Documents
The following provides a list of the support document referenced in the Hospital eHealth Strategic Plan.

Reports
i. NWHA Regional Hospital eHealth Current State Assessment

Plans and Resources
ii. Ontario’s Patients First: Action Plan for Health Care
iii. North West LHIN Integrated Health Services Plan IV 2016-2019
iv. North West LHIN eHealth Services Plan 2013-2016

Some NWHA - Hospital eHealth Strategic Plan documents are referenced are available at:
http://www.nwha.ca/hospital-ehealth-strategic-plan/