



Three Year Business Plan 2017-2020



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Board Chair Message

“One of the key attributes of the Centre’s eHealth solutions is that they are 100 per cent provincial in scope. This means no matter where a patient is located in the province, clinicians in their circle of care are able to access quality health information at the point of care.”

On behalf of the Newfoundland and Labrador Centre for Health Information’s Board of Directors, I present the Centre’s 2017 – 2020 Business Plan in accordance with the requirements set out by the *Transparency and Accountability Act*.

The Newfoundland and Labrador Centre for Health Information (the Centre) provides relevant, accurate, timely eHealth solutions to clinicians in our province thereby improving patient care and creating efficiencies within our health system. In recent years, the Centre has been extremely successful in adding more complete health data to our eHealth solutions, thereby increasing its value and adoption within clinical settings throughout the province.

One of the key attributes of the Centre’s eHealth solutions is that they are 100 per cent provincial in scope. This means no matter where a patient is located in the province, clinicians in their circle of care are able to access quality health information at the point of care.

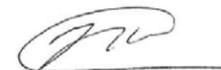
In developing this plan, the Board has considered the strategic directions of the Provincial Government, including linking all pharmacies in the Province to the Pharmacy Network, linking all laboratory data in HEALTHe-NL, the province’s electronic health record and enrollment of 300 fee-for-service physicians in e-DOCSNL (the province’s electronic medical record system), as outlined in The Way Forward. The Centre has placed an emphasis on meeting these commitments and has recently achieved its goal of linking all pharmacies to the Pharmacy Network and started the implementation process for e-DOCSNL, as well as linking laboratory data in HEALTHe-NL.

The Board has identified priorities in three areas of focus to advance the provincial eHealth agenda and, in partnership with our stakeholders, contribute to improvements in provincial healthcare outcomes and system efficiencies: health information, system and process improvements, and innovative solutions. To guide our efforts in the upcoming three years related to these priorities, the Centre will specifically focus on:

1. Be a trusted source of health information;
2. Be responsive and proactive to stakeholders’ needs through system and process improvements; and
3. Deliver dynamic and innovative solutions.

These priorities will guide our activities, and the initiatives we launch over the coming years. The Centre will identify on an annual basis, specific, measurable objectives that are directly linked to achieving the three aforementioned organizational priorities. The Centre’s Board of Directors acknowledges accountability in preparing this plan and achieving the specific goals and objectives outlined within. The Board looks forward to sharing on an annual basis our success in achieving these goals.

Sincerely,



Jerry Vink
Chair (Acting), Board of Directors

Overview

The Newfoundland and Labrador Centre for Health Information provides quality information to health professionals, the public, researchers and health system decision-makers.

Through collaboration with the health system, the Centre supports the development of data and technical standards, maintains key health databases, prepares and distributes health reports, provides data extraction and linkage services to support health research and conducts analytic and evaluation projects.

The Centre became a crown agency in 2007 and we are governed by a Board of Directors represented by a broad group of stakeholders.

The following individuals comprised the Centre's Board of Directors as of April 1, 2017:

Mr. Jerry Vink	Mr. Ted Dawe	Mr. Robert Thompson
Mr. Chris Collingwood	Ms. Lynn Power	Ms. Denise Tubrett
Mr. Fred Cahill	Mr. Tony Wakeham	Ms. Ellen MacDonald
Dr. Kris Aubrey-Bassler		

The structure of the Centre includes four departments: Health Analytics and Evaluation Services; Clinical Information Programs and Quality; Provincial Health Information Systems, and Corporate Services. As of April 1, 2017, the Centre had 153 employees; 96 females and 57 males. Most employees are based in the Centre's head office at 70 O'Leary Avenue in St. John's and the remainder at its Registry Integrity Unit in Bay Roberts.

In the fiscal year 2016/2017, the Centre's total revenue was \$36.33 million of which 66 per cent was a provincial operating grant, with the remaining 34 per cent coming from external research funding and capital funding from the Government of Newfoundland and Labrador and Canada Health Infoway for Electronic Health Record (EHR) development. Expenses for the 2016/2017 fiscal year totaled \$33.55 million.

Mandate

The Centre's mandate includes the development of *HEALTHe NL*, a confidential and secure provincial electronic health record (EHR). We are also developing and deploying the provincial electronic medical record (EMR), *eDOCSNL*. Additionally, the Centre is involved in the planning, design and implementation of specific provincial health information systems.

The Centre's mandate is stated in its enabling legislation, the Centre for Health Information Act, in which Section 4, Subsection 1 states that the objective of the Centre is to:

Assist individuals, communities, health service providers and policy makers at federal, provincial and regional levels in making informed decisions to enhance the health and well-being of persons in the province by providing a comprehensive province-wide information system that:

- ⇒ Protects the confidentiality and security of personal information that is collected, used, disclosed, stored or disposed of by the Centre
- ⇒ Provides accurate and current information to users of the health and community services system
- ⇒ Integrates data from all components of the health and community services system
- ⇒ Is efficient and cost-effective
- ⇒ Is flexible and responsive to the changing requirements of users of the system

The complete Centre for Health Information Act is available online at:
www.assembly.nl.ca/legislation/sr/statutes/c05-1.htm

Vision, mission and values

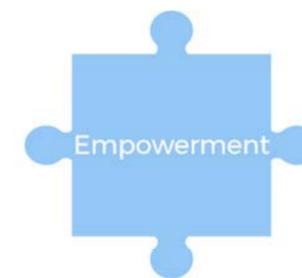
VISION

Improved Health Through Quality Health Information

MISSION

To deliver quality health information and eHealth solutions to support a sustainable health system and a healthier population.

The following values guide the Newfoundland and Labrador Centre for Health Information:



Each person is empowered within their knowledge and skills to contribute to the goals of the Centre.



Each person is accountable for their actions to achieve the goals of the Centre.



Each person provides opportunities to others to express their opinions in an open and supportive environment.



Each person engages in a positive way with others in conducting the work of the Centre.



Each person is open to the suggestions of others and recognizes the different perspectives of board members, staff, clients and stakeholders.



Each person ensures all actions provide the greatest protection for personal information under the custodianship or management of the Centre.



Each person is open about the actions taken in the work of the Centre and the decision-making process in support of these actions.



Each person uses his or her knowledge and skills to strive for the best outcome in the actions taken in their work for the Centre.

Lines of business

The Centre's mandate includes supporting informed decision-making in health care by providing a confidential, secure and integrated provincial health information system. Through this work, the Centre supports improvements in the collection of data and use of information for individual and population levels of care, administration, planning, evaluation and research.

Our projects and programs



The Newfoundland and Labrador Centre for Health Information is building *HEALTHe NL*, the provincial electronic health record (EHR). *HEALTHe NL* is a secure and private record of a patient's health care information, available electronically to authorized health care professionals. It is designed to facilitate better sharing and interpretation of health information among health professionals involved in a patient's care regardless of location. Once fully implemented, *HEALTHe NL* will be one of the most comprehensive EHRs in Canada. It will provide more accurate and reliable data to support improved health care delivery, decision-making and policy development.

The following are the components of *HEALTHe NL*:

- ⇒ Pharmacy Network
- ⇒ Client Registry
- ⇒ Lab Reports and Clinical Reports
- ⇒ Picture Archiving and Communications System (PACS)
- ⇒ Client and Referral Management System (CRMS)
- ⇒ Provider Registry

Health Analytics and Evaluation Services

The Centre supports the provincial Department of Health and Community Services (DHCS) and Regional Health Authorities (RHAs) by providing analytic and evaluation services that support the delivery of health programs and inform provincial health policy. The Centre also supports and collaborates with researchers within the academic sector.

Health Analytics is the systematic use of data, methods and information technology to create information to support clinical and business decision-making related to the planning, delivery, management and measurement of health care. Evaluation is the systematic collection of information to assess how well something is working and make recommendations for improvement. The Centre contributes to the HCS annual evaluation plan and works with health system stakeholders to develop evaluation frameworks and execute evaluation plans to assess health policy, health system programs, legislation and information systems. As the amount of data collected by the Centre increases, the ability to analyze data to provide quality information to support health system evidence-based decision making grows significantly.

Provincial Telehealth Program

Telehealth uses videoconferencing to connect patients to health care providers who are not located in the same community. Telehealth reduces the need to travel and increases access to health care services. There are currently 98 telehealth sites in 63 communities throughout the province, and in 2016-2017 there were 18,849 telehealth appointments – a number that continues to grow year over year.

Provincial Telepathology Network

The Provincial Telepathology Network was officially launched in July 2016. Telepathology uses telecommunication technology to facilitate the review of image-rich pathology data between locations for the purposes of secondary consults, education, quality assurance and research. With this technology, pathologists in the province have access to a secure connection to perform secondary consults for their peers throughout the province.

Our projects and programs are provincial in scope – they are available to all clinicians and health system decision makers in the province, regardless of location.



A joint partnership between the Government of Newfoundland and Labrador, the Newfoundland and Labrador Medical Association (NLMA) and the Newfoundland and Labrador Centre for Health Information (NLCHI), eDOCSNL provides support for the implementation, adoption and use of the provincial electronic medical record (EMR) solution in participating health care provider offices across the province.

An EMR is a computer-based medical record specific to one clinician's practice. It is the record clinicians maintain on their own patients including detailed demographics and medical history. It also has office management functions such as billing and scheduling.

In the coming months, information from *HEALTHe NL*, will be integrated into the eDOCSNL EMR solution. This will include drug history, hospital records, diagnostic information such as laboratory results and findings from diagnostic imaging. Clinicians will also be able to view immunization reports from the Regional Health Authorities.

Stakeholders

Ultimately, the Centre for Health Information's primary clients are the patients and public of Newfoundland & Labrador. By providing quality health information to health care professionals in the province that deliver care, the Centre supports population health through its programs and services.

Accomplishments of the Centre have been attainable because of the strong relationships developed with health professionals, system administrators and policy makers as well as the private sector.

The support of the Provincial Government and specifically, the Department of Health and Community Services, enables the Centre to continually provide significant value to the provincial health system. Ultimately, the Centre for Health Information's primary clients are the patients and public of Newfoundland and Labrador. By providing quality health information to health care professionals in the province that deliver care, the Centre supports population health through its programs and services.

There are several stakeholders with whom the Centre maintains direct relationships, including the Department of Health and Community Services and the four Regional Health Authorities. The Centre works with these stakeholders to develop, implement and manage health information standards and provincial health information systems such as the provincial EHR (HEALTHe NL) and EMR (eDOCSNL). The Centre also regularly provides quality health information to support them in meeting their respective mandates, goals and objectives, and in delivering required services to Newfoundlanders and Labradorians.

Other stakeholder groups that have a vested interest in the Centre's programs and services include Canada Health Infoway, the Canadian Institute for Health Information, regulated health professions and provincial health-related academic programs. The Office of the Chief Information Officer, Vital Statistics Division of Service NL and Office of the Information and Privacy Commissioner are also key partners of the Centre.

From a research perspective, the Centre supports the Newfoundland and Labrador Primary Healthcare Research and Integration to Improve Health System Efficiency (PRIIME) Network, Memorial University and the Translational and Personalized Medicine Initiative (TPMI). A number of federal organizations also provide funding to the Centre to carry out analytical projects, including Health Canada and the Public Health Agency of Canada.

As the Centre transitions to have more complete information and fully operational programs and services, the partnerships in place with key stakeholders are critical.

Strategic issues and priorities

The following priorities will guide our actions and focus our efforts over the next three years:

- 1 Be a trusted source of health information
- 2 Be responsive and proactive to stakeholders' needs through system and process improvements
- 3 Deliver dynamic and innovative solutions

Strategic Issue 1: Health Information

Delivering quality health information is at the core of the Centre's mandate and is reflected in our Mission Statement. In considering the Provincial Government's strategic directions, the Centre recognizes that quality health information is essential to improving efficiency and effectiveness of health care delivery. As well, commitments in The Way Forward compel us to expand and enhance technology solutions to deliver quality health information.

The Centre plays a vital role in enabling private, secure access to health information for clinicians, clients and managers of health services, as well as policy- and decision-makers within government.

The management and use of data within the Centre's secure analytic environment is foundational to the provision of high quality analytic services and effectively supporting Health and Community Services and other health system stakeholders.

The overall use of data, both internally and externally, is expected to grow exponentially as the EHR becomes more mature (e.g. full deployment of Pharmacy Network), the EMR program is rolled out, and the need for robust information to foster a sustainable health care system continues to be realized. The Data Warehouse Enhancement Project will result in a consolidated data solution that will create efficiencies and improve our ability to respond to health system information needs.

Further, as the volume of clinicians accessing our systems continues to increase over the next few years, the Centre recognizes that it is imperative to remain vigilant in the protecting the privacy of personal health information, while providing secure, reliable and appropriate access to that information, enabling improved health outcomes and a healthier population.

1

Be a trusted source of health information

By March 31st, 2020, the Centre will have increased stakeholder access to reliable, relevant, quality information that protects privacy and supports a sustainable health system.

We'll know we have succeeded when we have...

- ⇒ Provided quality health information and progressive tools
- ⇒ Completed the Data Warehouse Project
- ⇒ Protected the privacy of health information
- ⇒ Continued to monitor our systems to ensure security and reliability

OBJECTIVES AND INDICATORS

Year 1 Objective

By March 31, 2018, the Centre will have provided stakeholders with new information and decision-making tools, critical to them.

Year 1 Indicators

Developed indicator dashboards for regular public reporting in identified priority areas (e.g. cardiovascular disease and falls).

Developed/Delivered a recommendations report for an enhanced provincial privacy environment for the secondary use of personal health information.

Year 2 Objective

By March 31, 2019, the Centre will have implemented key components of its Data Warehouse Enhancement Project.

Year 3 Objective

By March 31, 2020, the Centre will have continued to monitor systems and processes to ensure privacy, security and reliability of health information.

Strategic Issue 2: System and Process Improvements

The Centre has a unique role in supporting health care delivery and enabling access to more and better health information for clinicians and policy- and decision-makers.

Partnerships with health system stakeholders throughout the province are essential to ensuring alignment of priorities and efficient utilization of resources.

An example of such a partnership is the vital role the Centre played in supporting the establishment of a primary health care team in Bonavista. In The Way Forward, the Provincial Government has committed to expanding the number of these Primary Health Care Teams throughout the province.

The Centre will continue to play a vital role in that and similar initiatives in partnership with the regional health authorities and other health system stakeholders to achieve the goal of lower costs through improved health and community services.

Partnerships with our stakeholders will drive system and process improvements through efficient utilization of integrated teams working together to achieve benefits for individuals throughout the province.

2 Be responsive and proactive to stakeholders' needs through system and process improvements

By March 31st, 2020, the Centre will have increased partnerships with stakeholders that enable alignment of priorities and proactively identify solutions that connect our services with their needs.

We'll know we have succeeded when we have...

- ⇒ Implemented a strategy for purposeful/targeted engagement
- ⇒ Continued to collaborate with our partners
- ⇒ Identified opportunities to increase health system efficiency
- ⇒ Listened to stakeholders and responded to their needs

OBJECTIVES AND INDICATORS

Year 1 Objective

By March 31, 2018, the Centre will have implemented a strategy for purposeful/targeted engagement.

Year 1 Indicators

- Developed and implemented communications & stakeholder relations action plan.
- Increased stakeholder awareness of Centre programs and solutions.
- Increased Healthe NL active use and adoption and identified opportunities to improve usability.
- Identified priority initiatives for new stakeholders.
- Reviewed, prioritized and planned HealtheNL Roadmap.

Year 2 Objective

By March 31, 2019, the Centre will have continued to collaborate with partners to identify opportunities to increase health system efficiency.

Year 3 Objective

By March 31, 2020, the Centre will have implemented processes that enable proactive and anticipatory solutions that align with stakeholders' priorities.

Strategic Issue 3: Innovative Solutions

“Doing better with less” is a central theme running through the Provincial Government’s The Way Forward and the Centre recognizes that we are uniquely positioned to identify and deliver the dynamic and innovative solutions necessary to enable the Province to achieve this key objective within healthcare.

The Centre has already established the provincial electronic health record, HEALTHe-NL, which gives clinicians, among other things, access to laboratory and clinical reports, diagnostic imaging and complete prescription profiles from the Pharmacy Network (a historical first for Newfoundland and Labrador).

While we have achieved many successes, we need to continue to deliver even more practical, sustainable and innovative solutions over the next few years.

Looking forward, the Centre is uniquely positioned to play a vital role in supporting provincial strategic initiatives, such as broader implementation of the Electronic Medical Record (EMR), adding even more data to HEALTHe-NL, giving broader HEALTHe-NL access to allied health professionals and other clinicians, and expanding health analytics services to support evidence-based decision making and policy development.

3 Deliver dynamic and innovative solutions

By March 31st, 2020, the Centre will have turned strategies into actions and implemented solutions that achieve results and are feasible, practical and sustainable.

We'll know we have succeeded when we have...

- ⇒ Implemented practical solutions to critical issues
- ⇒ Focused solutions on outcomes
- ⇒ Used tools in innovative ways
- ⇒ Expanded and enhanced services to support health system management

OBJECTIVES AND INDICATORS

Year 1 Objective

By March 31, 2018, the Centre will have expanded and enhanced services to support health system management.

Year 1 Indicators

Implemented Provincial Prescription Monitoring Program in partnership with DHCS.

Provided continued leadership and support for the eDOCSNL EMR program.

Increased functionality of HEALTHe NL (e.g., notifications) and expanded data integration (e.g., WH and LGH Labs data).

Developed and implemented an external data access solution.

Year 2 Objective

By March 31, 2019, the Centre will have continued to solve critical issues by implementing practical solutions.

Year 3 Objective

By March 31, 2020, the Centre will have continued to add user-driven functionality to existing systems.



Newfoundland and Labrador Centre for Health Information

www.nlchi.nl.ca

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