

Cancer Care Ontario



High performance. Delivered.

High Performance Improves Access to Care for Patients

- Consulting • Technology • Outsourcing

"I'm very impressed by the dedication, professionalism and hard work shown by everyone involved in this project. This system is key to the success of our plan to improve access and reduce wait times."

Dr. Alan Hudson
Lead of Ontario's Access to Services and Wait Time Strategy

Accenture develops and deploys a Wait Time Information System for the Ministry of Health and Long-Term Care in Ontario, Canada

The Ministry of Health and Long-Term Care (MOHLTC) is responsible for administering the health care system and ensuring health services are provided to Ontario's public. With approximately 12.6 million* provincial residents (see note), the Ontario government ensures that Ontario residents receive timely access to health services.

The Ministry of Health and Long Term Care's commitment to the residents of Ontario is to improve access to care by reducing patients' wait times. However, the Ministry was constrained in its ability to make evidence-based decisions to improve access to care as there was incomplete information on wait times for surgical procedures and MRI/CT scans.

Business Challenge

To meet its commitment to Ontario's public, the Ministry of Health and Long Term Care asked Cancer Care Ontario – an agency tasked with managing access to cancer services – to oversee the development and deployment of a Wait Time Information System. This province-wide system would collect near real-time data on the amount of time between a patient consenting to surgery and/or MRI/CT and the time the procedure occurs, and the medical priority for the procedure. It was the first system to be used across the province and had to be available in every wait time funded hospital and surgeon's office across Ontario, where applicable. The data collected through this system would ultimately be used to look at hospital results against a provincial benchmark and to target wait times for each priority and service area.

Cancer Care Ontario sent out a request for proposal for the development and a second RFP for the deployment of a Wait Time Information System to track and report wait times in the five areas: cancer surgery, cataract surgery, cardiac procedures, hip and knee replacement, and MRI and CT scans.

Accenture was selected in August 2005 as the lead provider to develop the Wait Time Information System and was also selected in May 2006 as the lead provider to implement it in approximately 50 hospitals. Accenture was chosen for our local and global experience in developing and implementing e-Health and electronic health care record solutions, a deep understanding of the MOHLTC's business need, and the flexibility and methodology to meet Cancer Care Ontario's aggressive project deadlines to enable high performance.

How Accenture Helped

Accenture collaborated with the provincial project's Leadership Team, Smart Systems for Health Agency and other partners to develop and deploy the Wait Time Information System (WTIS) to 53 hospitals by December 2006, with further hospitals to follow in 2007.

Development

Accenture and the provincial WTIS team designed the system based on Microsoft's .NET and Biztalk platforms. HL7 international messaging standards provided the framework for interfaces with systems at individual hospitals in Ontario. Moreover, this is the first system within the Province of Ontario to interface with the new provincial Enterprise Master Patient Index (EMPI).

The accelerated design and build exemplified high performance and was achieved through the use of Accenture's Joint Application Design and Rapid Application Development

approaches. Accenture drew on the resources of Avanade – Accenture's joint venture with Microsoft – to develop a robust and extendable system, capable of expanding to capture wait times information for more hospitals, more services and at different levels of integration based on hospital workflow.

Deployment

A pilot implementation to five early adopter Ontario hospitals enabled the team to test and refine approaches, leading to the use of a unique customer-centric model to implement and rollout WTIS to the remaining 48 hospitals. Accenture used "hospital site leads", who served as the single point of contact for the hospital's project manager, to be the face of the project. The site leads worked on behalf of the WTIS team to bring the right information at the right time, to support the deployment of the system at the hospitals.

Accenture, as part of the WTIS team, tracked the implementation status of each hospital using a dashboard, which was transparently shared with all stakeholders. This project governance and commitment to a "one team philosophy" ensured that risks and issues were proactively managed in a collaborative fashion. Tools and templates were created and continually refined to support multiple work streams, as implementation was phased across three waves. These materials are being adapted to support further deployment of the system. Physician engagement was a key element to the success of the project. An initial step was to ensure surgeons' offices had Internet connectivity to meet a key objective of near real-time data entry at the point of patient contact. To help support adoption of the new system, Accenture as a part of the Provincial Project Team also worked closely with a provincial surgeon champion and project managers at each hospital to

ensure surgeons, their staff and OR booking clerks, understood the system, the benefits of managing wait lists electronically, and their responsibilities for inputting information in a timely manner. This activity was supported by multiple clinical adoption sessions and detailed system and process training. Accenture utilized a "train-the-trainer" model to ensure hospitals had the onsite resources to provide ongoing training to end-users of the system.

High Performance Delivered

By December 2006, 53 hospitals, which accounted for over 90 percent of cases in wait time funded hospitals in Ontario, had implemented and were using the single comprehensive Wait Time Information System. Approximately 1,400 surgeons are reporting 235,000 surgical cases into the system. Hospital diagnostic imaging teams entered 1.1 million MRI and CT scans into the WTIS through interfaces from their radiology information systems. The system design resulted in the development of an intuitive, standards-based system. "Once you learn how to use the [Wait Time Information] System," explains Dr. Michael Marcaccio, Chief of Surgery, Hamilton Health Science Centre and Professor McMaster University, "it's only a minute or so per patient to actually open the encounter and enter the data,". Coupled with the implementation into hospitals, the MOHLTC and hospitals now have near real-time data to help manage and improve access for patients waiting for services in the five areas throughout the province. "The reality is that of all the things we've been asked to do, [WTIS] is one of the things that is most useful because it has the potential to directly lead to improvement in the resources available to provide surgical care," says Dr. Marcaccio.

"With the introduction of the Wait Time Strategy and increased funding, we now do many more cancer surgeries . . . than we had done several years ago. We continue to strive to provide more and more service, hoping that this improved access to cancer surgery would result in much reduced waiting time for surgery."

Dr. Mary Gospodarowicz
Chief of the radiation medicine program,
Princess Margaret Hospital/University
Health Network.

The information has been shared publicly on the provincial wait time web site (www.ontariowaittimes.com). Patients can make informed health decisions based on current hospital wait list data and hold the government accountable for meeting its commitment to reduce wait times. The public information has also engendered competition and innovation for hospitals to improve their wait times. This information tracked by the Wait Time Information System is used to actively manage wait times. Based on forecasting exercises made possible because of WTIS data, it was determined an additional 6,100 cataract surgeries would be necessary to reach the goal of 90% of cataract surgeries completed within 6 months. The government followed this recommendation and, in September 2006, announced an additional CAD\$9.5 million in funding for these cataract surgeries.

In September 2005, 90 percent of cataract surgeries were completed within 277 days and the current information provided by WTIS shows that now 90 percent of cataract surgeries are completed in 182 days (6 months); information from WTIS has been used to actively reduce the wait times for cataract surgery to six months which has improved patients' quality of life. "I was told at my appointment near the end of September that I needed surgery and it was booked for October 19," explains Joan Sheppard, a cataract surgery patient from Innisfil. "That was very, very short and you didn't have time to worry about it. If you don't have that much time to worry about it (the surgery), it's much better. You're far better going into surgery being calm than you are if you're upset about it."

Since 2004, there has been an investment of more than \$614 million in Ontario's Wait Time Strategy which has provided for nearly 740,000 additional procedures, including:

- 58,300 more cataract surgeries – leading to a reduction in wait times by 41.2 per cent
- 22,000 more hip and knee joint replacements – leading to a reduction in wait times by 26.8 per cent for hip replacements and 30.2 per cent for knee replacements
- 46,900 more select cardiac procedures – leading to a reduction in wait times by 50 per cent for angiography and 39.3 per cent for angioplasty and 2 per cent decrease for bypass surgery
- 11,600 more cancer surgeries – leading to a reduction in wait times by 16 per cent
- 365,000 more MRI exams – leading to a reduction in wait times by 12.5 per cent
- 234,500 more CT scans – leading to a reduction in wait times by 23.5 per cent.

For the Ministry of Health and Long-Term Care in Ontario, their commitment is to ensure the publicly funded health system meets the needs of residents by improving access to care for patients. By developing and deploying the Wait Time Information System, Accenture has helped the Ministry achieve high performance.

"For knee replacement surgery, our waiting lists have gone from almost two years to approximately five to six months. The staff have really stepped up to the plate – which includes surgeons, anesthetists, physiotherapists and nursing personnel – in order to do this extra work to provide benefits to our patients."

Dr. John Denstedt
Chair of the department of surgery,
London Health Sciences Centre

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*As of 2006. Population source: www.2ontario.com/welcome/oomp_505.asp

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