

2011-2012 Summary Corporate Plan

Canada Health Infoway is an independent not-for-profit corporation created by Canada's First Ministers to foster and accelerate the deployment and use of interoperable electronic health information systems. *Infoway* and all levels of government in Canada have committed to provide the residents of Canada and their health care providers timely, appropriate and secure access to the right information when and where they enter into the health care system.

In September 2000, Canada's First Ministers agreed on a plan of action for Health System Renewal that would improve its quality, accessibility and sustainability. In support of this agreement, the Government of Canada committed to accelerate the use by clinicians of electronic health information systems and created Canada Health Infoway (*Infoway*) to lead this change.

Infoway, together with its 14 jurisdictional partners, developed Vision 2015, an information and communications technology roadmap for health care in Canada.

It represents the initiatives that jurisdictions want to achieve as a country and consists of five key priorities:

1. Complete the work underway in Electronic Health Records, Telehealth and Public Health Surveillance,
2. Implement Electronic Medical Record (EMR) systems in physician offices and Provider Order Entry systems in hospitals,
3. Deploy Wait Time Management Systems,
4. Implement Consumer Health Solutions to support self care, and
5. Integrate Chronic Disease Management systems, starting with Diabetes.

The business case for Vision 2015 is very clear. It will cost in total \$10 billion to implement, \$1.5 billion per year to operate and will generate approximately \$6 billion in annual benefits. The benefits would come from specified improvements in access, quality and productivity to the Canadian health care system.

An electronic health record is a secure, integrated and comprehensive view of a person's health information generated through a person's interactions with the health care system.

Today, *Infoway* successfully collaborates with all 14 federal, provincial and territorial jurisdictions to strategically co-invest with them in the deployment of these solutions that will help achieve the vision. The continued support of and commitment to this pan-Canadian agenda by all parties has remained strong for the past decade.

The Government of Canada's financial support now totals \$2.1 billion. With matching funds from the provinces and territories a total spend in the order of \$3.5 billion to \$4 billion is underway. This combined investment is beneficial to the health care system and it is stimulating and supporting the Canadian economy.

Infoway investments to date have targeted the first leg of the journey, namely investments in almost 300 projects to deploy Electronic Health Records, Telehealth and Public Health Surveillance in all provinces and territories across Canada. To date, *Infoway* has approved \$2 billion of the Federal grant funding, while \$1 billion has been actually spent. As a result, we as a country have about \$1.1 billion in investments assigned to projects that will be completed in the next few years.



To guide our investments, *Infoway* and the jurisdictions have agreed upon a pan-Canadian technology blueprint, including privacy, security and interoperability standards.

Through coordinated procurements and preferred pricing agreements, *Infoway* and the jurisdictions have been able to achieve at least \$185 million in procurement savings. Further, *Infoway* encourages one region's best practices and successful projects to be shared or replicated elsewhere.

The vast majority of *Infoway* investments to date have been directed at implementing electronic health records. They permit clinicians to access a person's complete health history, including diagnostic images, lab test results, medication profiles, immunization histories and other clinical reports, anywhere at any time. This approach supports a patient-centred approach to the ever-widening circle of care.

To focus the agenda, *Infoway* drew a line in the sand by stating that "by 2010, 50 per cent of Canadians will have their electronic health record available to their authorized health care providers". **This call to action is extremely close to being achieved, with 49 per cent of electronic health records available to authorized providers as of December 2010.**

Further, the country is well on the way to having electronic health records for 100 per cent of Canadians available by 2016.

Every province and territory is already reaping benefits from the investments made to date, consistent with the original projections in the Vision 2015 business case.

Infoway-funded medical imaging projects have now enabled radiology output in Canada's hospitals to be over 80 per cent digital, up from approximately 33 per cent only six years ago. In addition, the radiology images and records can now be shared anywhere within a province or territory. In 2009, *Infoway* released a study on the benefits of the investments in diagnostic imaging that showed cost reductions of almost \$1 billion a year. These reductions were as a result of the improved productivity of radiologists and radiology technologists, a significant reduction in the number of patient transfers and duplicate tests, as well as the elimination of film and the freeing up of expensive hospital space used to store the film records.

In 2010, an early evaluation of *Infoway*-funded drug information systems showed that they generated \$436 million worth of annual benefits; resulting from increased productivity of doctors and pharmacists, increased patient compliance with medications, increased patient safety and reduced preventable adverse drug events. These are initial benefits only. *Infoway* and the jurisdictions will measure and realize still more benefits in the near future as enhancements to the drug information systems, including e-prescribing by physicians, are increasingly brought into production.

Alberta Netcare

Alberta started its electronic health record journey in 2001 and launched Alberta Netcare in 2006. It is a leading example of an electronic health record deployment not just in Canada, but also globally. Over 27,000 active users have access to demographic information, lab results, medication profiles, diagnostic imaging reports, hospital transcribed and ECG reports and immunizations. As it continues to evolve Alberta Netcare will be the foundation from which the province can launch its new directions in chronic disease management and consumer health.

Ontario Telemedicine Network

OTN is a one of the largest telehealth networks in the world using live two-way videoconferencing and associated diagnostic equipment. OTN supports more than 3,000 health care professionals in more than 1,000 sites across Ontario to deliver care to their patients. OTN is expected to deliver more than 100,000 patient visits in 2010. OTN partners directly with Keewatinook Okimakanak Telemedicine (KOTM), an award winning First Nations telemedicine program in Northern Ontario.

While all provinces and territories want to reach the same destination, they all had different starting points, they are all moving at their own pace, and they are all taking a path that makes sense to them. Provinces like Alberta and Prince Edward Island are further ahead in large part because they started three-to-five years before the rest. That said, the size and scale of deployment in large provinces like Quebec and Ontario means they are taking longer.

Infoway received its most recent funding allocation of \$500 million as part of the Federal Government's Economic Action Plan. *Infoway* has dedicated the bulk of this funding to ensuring that Canadian physicians adopt and use electronic health care information systems in their office settings, since only one-third routinely use them now. Currently, this is the only area where Canada lags behind the rest of the world.

With the new funding *Infoway* will also support the investment in electronic pathology networks. Smaller jurisdictions can now benefit from specialists at centres of excellence, such as the University Health Network in Toronto, to accurately read the pathology exams. In addition, the first province-wide projects in Canada will be initiated to provide patients and their care-givers with the means to access their personal health records and other online services, such as appointment booking.

Transforming how hundreds of thousands of health care providers at tens of thousands of points of care in Canada communicate and share information with each other is of Herculean proportion. While the task at hand is exceptionally challenging, *Infoway* and our jurisdictional partners have stayed true to our course.

In short, with comprehensive electronic health records increasingly available, Infoway and the jurisdictions are now positioned to deliver extraordinary clinical value to clinicians by getting this information into their hands faster no matter if they work in physician offices, hospitals, ambulatory clinics, health centres or community pharmacies.

Infoway's business direction is driven by four key objectives. First, we will continue to collaborate with all jurisdictions and stakeholders to advance the availability, adoption and use of electronic health information systems so that they can enable and support health care renewal in this country. The implementation of electronic health information systems has to be driven by business requirements. While health care renewal in Canada is taking place on a number of fronts, those most relevant to *Infoway* are primary care reform, chronic disease management, wait time management, quality care and patient safety. These priorities are consistent with Vision 2015 and the specific investments of *Infoway* and the jurisdictions.

Second, *Infoway* and the provinces and territories will together significantly increase the deployment and use of EMRs in physician offices across Canada. This is the one area where Canada and the US lag the rest of the OECD countries. However, Canada is now poised to not only accelerate the use of EMRs but also connect these systems to the electronic health record repositories in each jurisdiction. This will enable physicians and nurse practitioners to improve the quality and coordination of patient care.

Third, *Infoway* and the jurisdictions will continue to support clinicians in their quest to adopt and use new technologies with directed change management, clinical process transformation, knowledge transfer and clinical innovation activities. The size and scale of the deployment of electronic health information systems in Canada is immense. It is touching hundreds of thousands of clinicians and their support staff. At the same time as the introduction of the technology, significant business process improvement is taking place. This transformation requires considerable support to be provided to clinicians and their staff to enable them to make the change.

Fourth, *Infoway*, together with some jurisdictions, will turn our focus to directly supporting Canadians, especially those with chronic conditions. This will be done through investment in consumer health solutions that expedite the public's access to their personal health records, and other value added online services. This is a new and very exciting area for Canada. For Canadians who are used to doing their banking, shopping and travel booking online, the ability to interact with their physicians and other health care providers in a similar manner will be not only timely but very gratifying. Consumer focus groups strongly reinforce their desire for electronic health services as a way to increase choice.

... a patient-centred approach
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To achieve these objectives, *Infoway* has identified a number of performance expectations for the 2011-12 fiscal year:

- By June 30, 2011, complete the goal of having an electronic health record for 50 per cent of Canadians available to their authorized health care providers.
- By March 31, 2012, complete a significant co-investment with provinces and territories in the cumulative enrolment of between 8,000 and 9,000 physicians in physician office EMR programs.
- Co-invest with jurisdictions in starting up physician office EMR programs where they don't exist; enhance the understanding of physician office work flow best practices; renew and enhance the existing clinician peer-to-peer networks; and initiate projects that stimulate clinical innovation as a showcase for change.
- Co-invest in at least one province-wide initiative to provide consumers access to trusted health information and their health record, as well as the ability for them to communicate with their family physician, book appointments and refill medications online.
- Based on a Conference Board of Canada study, the investment expenditures by *Infoway* and our partners over the next four years will stimulate the Canadian economy with a \$1.11 billion increase to real GDP and create 10,700 person years of employment.
- Communication of the Privacy Forum's paper on health information governance and privacy.
- Provide ongoing support to jurisdictions in the areas of architecture, standards, privacy and security to expedite health information exchange and sharing.
- Complete the second wave of a public education campaign to inform Canadians about electronic health records. This effort will be further enhanced by the corporation's ongoing commitment to measure and report on the tangible benefits of access, quality and productivity associated with our investments.

- Continue to co-invest with jurisdictions to complete implementation activities for ongoing projects and programs.

To achieve these outcomes and advance all aspects of *Infoway's* investment programs, the corporation's planned expenditures for the 2011-12 fiscal year are estimated at between \$150 million and \$195 million. *Infoway's* success in this regard is of course contingent upon the pace that provinces and territories can move to co-invest in the deployment of these solutions.

The next five years will be a very important time. Infoway, together with our jurisdictional partners, will further advance the deployment of electronic health records for all Canadians.

At the same time, the effort will continue to increasingly connect physician offices, hospitals, ambulatory clinics, health centres and community pharmacies to the electronic health record. As this is happening, family physicians and specialists in community settings across Canada will be undergoing a major transformation in how they do business. Not only will they be moving from paper to electronic records, but they will also be using information and technologies such as e-prescribing to improve patient safety and the quality of patient care. New investments in consumer health solutions will trigger another transformation where individual Canadians and their families can better manage their health information. In doing so, they will become more knowledgeable and more involved in their care.

While a lot of work is left to be done, the underlying tenets and the specific directions of Vision 2015 have remained the focus of *Infoway* and the provinces and territories. This sustained commitment to a pan-Canadian agenda has been paramount to the progress made to date and will remain so for the future. In turn this transformation will provide Canadians with better quality, more efficient and safer health care, and position Canada in a positive light when compared to the rest of the world.

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