Integrating Information for the Continuum of Care

The SIMS Partnership

Breakfast with Chiefs
May 9th, 2006

Matthew Anderson
Vice-President, University Health Network
Chief Information Officer, SIMS Partnership
E-Health Lead, Toronto Central LHIN
<table>
<thead>
<tr>
<th>PARTNERSHIP TOTALS</th>
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<tbody>
<tr>
<td>Inpatient Beds</td>
<td>823</td>
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<tr>
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<tr>
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<td>Homecare Referrals</td>
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<tr>
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<tbody>
<tr>
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<td>Ambulatory Visits</td>
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Central LHIN

Bridgepoint Health

Toronto Central LHIN
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<td>Inpatient Beds</td>
<td>2,355</td>
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<td>Ambulatory Visits</td>
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<td>Global Budget</td>
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The SIMS Partnership

Central LHIN

- St. John’s Rehab Hospital
- North York CCAC

Toronto Central LHIN

- West Park Healthcare Centre
- University Health Network
- Toronto CCAC
- Toronto Rehabilitation Institute
- Bridgepoint Health

The SIMS Partnership

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How the Partnership Works

• Merge IT/IM departments (except Bridgepoint)
• Appoint Integrated CIO
• CIO works with CEOs to establish IM plan, goals and funding
• Execution of plan as per organizations’ processes
• Respect for client privacy at every stage
• Partner organizations may choose to leverage each others existing IT infrastructure, shared software and employee skills set
• Partnership priorities: Our Clients, Our Clinicians and Health System Integration
### Governance Structures

#### SIMS Partnership Steering Committee

<table>
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<tr>
<th>Organization</th>
<th>Representative</th>
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</thead>
<tbody>
<tr>
<td>Bridgepoint Health</td>
<td>Marian Walsh</td>
</tr>
<tr>
<td>North York CCAC</td>
<td>Linda Stark</td>
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<tr>
<td>St. John’s Rehab</td>
<td>Malcolm Moffat</td>
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<tr>
<td>Toronto CCAC</td>
<td>Camille Orridge</td>
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<tr>
<td>Toronto Rehab Institute</td>
<td>Mark Rochon</td>
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<tr>
<td>University Health Network</td>
<td>Robert Bell</td>
</tr>
<tr>
<td>West Park</td>
<td>Anne-Marie Malek</td>
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#### Client Centered Health Committee
- ER Notification
- Arthroplasty Pt. Flow
- Chronic Disease Management (Diabetes)

#### Chief Information Officer

#### Privacy Advisory Committee
- Lockbox Preparation
- Policy Inventory & Sharing
- Project Sponsors

#### SIMS Organization

#### Medical Leadership Group
- Urban Telehealth
- Physician Credentialling
Two Pronged Approach

- Build Organization Specific IM & IT Capacity
- Integrative Projects across the Continuum
- Health System Redesign
Build Organization
Specific IM & IT Capacity

Local IM/IT Strategic Plans
Partnership Focus

- Client Centred Services
- Disease Management
- Patient Safety
- Supporting Local Accountability and Sustainability
- Maximizing IT Expenditures
Partnering Focus

**Organization Specific**
- Patient Scheduling
- Clinical Documentation
- Electronic Patient Record

**Integrating Across the Continuum**
- ER Notification
- E-Referrals – Arthroplasty, Surgical Discharge, Primary Care
- Patient Portal

**Example Outcomes**
- ↑ Client Satisfaction
- ↓ ALC Days
- ↑ Access to Services
Partnership Focus

Organization Specific
- Cancer Registry
- Data Warehouse/Repository
- Chronic Kidney Disease

Integrating Across the Continuum
- Registries
- Care Coordination Centre
- Complex Continuing Care
- Integrated to EPRs/Labs

Example Outcomes
- ↑ control of Diabetes
- ↑ Inpatient Avoidance
- ↓ Wait Times
Partnership Focus

Organization Specific

- Risk & Incident Management
- Computerized Physician Order Entry (CPOE)
- Clinical Alerting

Integrating Across the Continuum

- iEHR
- Common Rules Engine
- Clinical Rules Sets

Example Outcomes

- ↓ Adverse Events
- ↑ Adherence to guidelines – multi-sector
- ↑ Medication Compliance
Partnership Focus

Organization Specific

- Service Volume Management
- Corporate Dashboards/Scorecards
- Business Intelligence Tools
- Registration Re-Design

Integrating Across the Continuum

- System-level Scorecard
- Single Data Repository
- Common Data Standards

Example Outcomes

- ↓ Manual Data Collection
- ↓ Wait Times
- ↑ Financial Performance

Client Centred Services
Disease Management
Patient Safety
Supporting Local Accountability & Sustainability
Maximizing IT Expenditures
 Partnership Focus

**Leveraging Applications for Multiple Installs**

- 44 Implementations over 3 years
- 9 Net New Applications over 3 years
- 7 FTEs Management Positions Eliminated

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**Graph:**

- **Y-axis:** 0, 5, 10, 15, 20, 25, 30, 35, 40, 45, 50
- **X-axis:** Completed, In Progress, Planned
- **Legend:**
  - New Applications
  - Implementations

- **Completed:**
  - New Applications: 5
  - Implementations: 12

- **In Progress:**
  - New Applications: 8
  - Implementations: 22

- **Planned:**
  - New Applications: 9
  - Implementations: 44
Beyond the Partnership: Regional Integration

- Anne Johnston Health Station
- Baycrest Centre
- Credit Valley
- East York CCAC
- MDS Labs
- Mount Sinai Hospital
- North Network
- Providence

- Queen West Community Health Centre
- Royal Victoria Hospital (Barrie)
- Seaton House
- St. Elizabeth Health Care
- St. Joseph’s Health Centre
- Toronto Medical Labs
Beyond the Partnership: Provincial Integration

Telehealth

ED Access to Drug History

Ontario Lab Information System
- Early Adopter

Secure E-mail for Health
- Early Adopter
Beyond the Partnership: Provincial Integration

IT Strategy to support Access & Productivity Improvement

WAIT TIME INFORMATION SYSTEM
Cancer, Hip & Knee, Cardiac, Cataract and MRI/CT

CRITICAL CARE INFORMATION SYSTEM
ICU
Nursing Unit
After Care (i.e. Rehab)
Community Care

HIP & KNEE – OAI / TORONTO LHIN

Primary Provider
Specialist
Perioperative Productivity Benchmarks
OR
DI

Emergency Room

Provincial Client Registry (eMPI)
An Integrated e-Health Strategy

The Partnership has a three-year e-Health agenda that will deliver the capability to:

- Share client/patient information electronically across the partners and beyond
- Electronically refer clients/patients between partners
- Redesign the patient transfer process for selected referral patterns
- Establish two-three chronic disease management programs
- Introduce common patient safety standards, processes and alerting infrastructure
- Standardize data collection and reporting at an organizational level
- Report on system level performance indicators to enable population-based planning
An Integrated e-Health Strategy

Key Tactics/Enablers

- Recruitment & Retention
- Innovative Service Delivery Models
- New business/market models – software
- Strong, reliable Provincial agenda and delivery mechanisms
- Additional investment sources and incentives
An Integrated e-Health Strategy

For the Partner Organizations (3 Yrs)

- Patient/Client satisfaction is higher
- Understand and improve our safety and quality measures
- Measure and monitor organizational performance
- Develop access management processes to streamline movement along the continuum of care
- Out-perform our respective accountability agreements
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