Lessons Learned from Canada’s Digital Health Journey

Ministry of Health and HIMSS Middle East 2014
Governance of Canada’s health care: a shared accountability

• Federal government sets and administers national principles
• 13 provincial/territorial governments plan, finance, manage, evaluate health services in their own jurisdictions
• 100+ health regions coordinate care delivery over a set geographical area
• 700+ hospitals and 2,500+ long-term-care homes
• Approximately 400,000 general practitioners, specialists, nurses, pharmacists and health care professionals deliver care to Canadian patients
Health care spending in Canada

• $211 billion in spending for 2013 (forecast)
  – $5,988 per person
  – 11.2% of GDP

• 60% of health care spending goes to hospitals, drugs and physicians

• 70:30 public vs. private funding

The growth rate for spending is slowing

- 2009-2010: 5.9% (actual)
- 2010-2011: 3.9% (forecast)
- 2011-2012: 3.4% (forecast)
- 2012-2013: 2.6% (forecast)

Health care pressures

- Aging population
- Rising incidence of chronic disease
- Wait times
- Health care spending
Strengthening health care

The key elements of the transformation include:

- Patient centred care
- Collaborative teams
- Redesigned business processes to improve access
- Evidence-based care
- Improved access
- Relevant data capture and analysis
- Timely feedback and education

*Using health IT systems as catalysts and enablers*
We’ve been on our national digital health journey for some 10 years...what have we learned?
Lesson 1: It’s about the patient...really
What patients want

• Access
• Repetition
• Convenience
• Safety
• Participation
Patient links: typical circle of care

- Clinic
- Homecare
- Emergency Services
- Pharmacy
- Laboratory
- Diagnostic
- Hospital Emergency
- Specialist Clinic
- Community Care Centre
Lesson 2: It takes time
Lesson 3: It’s important to show progress
Availability

Use

Benefits
Digitization of information for authorized users

(December 31, 2013)

- **Client Demographics**: 99.9%
- **Provider Demographics**: 99.9%
- **Diagnostic Images in Hospital**: 99.9%
- **Dispensed Drugs**: 55%
- **Lab Test Results**: 79%
- **Clinical Reports or Immunizations**: 99%
- **Telehealth Videoconferencing in**: 98% of Hospitals

Digitization does not measure the extent of use by providers, but rather the information and systems that are in place.
Primary care growth of EMR use – Canada

Studies show benefits valued at $10.5B since 2007

Result of investments in telehealth, drug information systems, diagnostic imaging solutions, and community-based EMRs

Cumulative Benefits since 2007
(in millions of dollars – inflation adjusted to 2013 dollars)
Specific examples

• 25-30% increase in radiologists’ productivity, equivalent of up to 500 additional specialists once complete

• Filled inappropriate opioid prescriptions cut in half with drug information system (BC study)

• 94% of physicians enrolled in Alberta’s EMR program report that patients receive their test results faster, and 97% report that tests and investigations are no longer needlessly repeated since implementing an EMR

• 47 million fewer km of travel with telehealth in 2010
Economic impact of the 2010 $500M funding grant from the Government of Canada

• Investments will create 10,700 person-years of employment

• For every $1 invested by Infoway and the jurisdictions, about $1.48 is added to the overall GDP

Source: Conference Board of Canada analysis
Lesson 4: Change is? hard
Don Berwick on health IT as culture change

“It’s better for everyone when health care IT is used meaningfully. ... The question is, if it’s so good, why aren’t we there yet? For everybody? For all the patients, not just the lucky ones in modernized systems? ....”

“The reason is because it’s hard. Moving from paper legacy systems to modern IT is a big change. New hardware, new skills, new attitudes, new assumptions. It’s really a new culture and you don’t get there in one step.”

Source: Don Berwick speaking at meaningful use press conference, July 13, 2010
What is change management?

“...a strategic and systematic approach that supports people and their organizations in the successful transition and adoption of electronic health solutions. The outcomes of effective eHealth change management activities include solution adoption by users and the realization of benefits.” – Pan-Canadian Change Management Network

March 1, 2011
What is the value of change management?

- McKinsey study (2002) examined effect of change program on a project's ROI. Results indicated ROI was:
  - 143 % when an excellent change program was part of the initiative
  - 35 % when there was a poor change program or no program at all

- A study by AMR Research (2003) found companies that had successful software implementations spent 10 to 15 percent of their project budget on Change Management / Implementation activities.
Change Management Framework
Clinical engagement at Infoway

- Advance professional practice
- Advocate for clinical value & engagement
- Link with leaders
- The next generation
- Direct care providers
Lesson 5: Interoperability is hard!

EHR Architecture

Jurisdictional Infrastructure
What is a good user experience?

Interoperability is a USER EXPERIENCE

What do clinicians think?

Access to content with minimal disruption in workflow
What have been good user experiences?

i.e., access to content with minimal disruption in workflow

• Access to demographic data (PHN look-up)

• Access to images and reports (typically through a viewer)

• Access to laboratory results

• Access to discharge summaries

• Access to the EHR viewer
  (SSO and Context Management)
  • single/multi-domain clinical information, including demographics, lab results, medications, images radiology reports, transcribed reports and immunizations)
What have NOT been good user experiences?

_i.e., access to content BUT WITH disruption in workflow_

- Medication DUR
- e-prescribing
Interoperability success factors

While necessary, interoperability success requires more than a commitment to standards alone...

The new mindset must navigate **ALL** perspectives and stakeholders
Lesson 6: It’s not just about the IT...
There are other key enablers

- Governance & Leadership
- Policy & Legislation
- Resource Capacity, Capability & Culture
- Privacy & Security
- Interoperable e-Health Solutions
- Business Case & Benefits Realization
- Practice & Process Change
- Financing
Lesson 7: Find out what people want...it’s all about the patient
More than 500 stakeholders were consulted
Improve the patient experience

24/7 Support New Models of Care

Provide Easier Access

Bring Care Closer to Home

Improve Patient Safety

Enable a High-Performing Health System

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We’ve been on our national digital health journey for some 10 years.......much has been achieved.......still have miles left to travel.......
“Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.”

- Sir Winston Churchill
Speech in November 1942
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