



2012-2013

Summary Corporate Plan

Canada Health Inforoute (*Inforoute*) 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. The Members of the Corporation are Canada's 14 federal, provincial and territorial Deputy Ministers of Health. *Inforoute* is a strategic investor working with public and private sector partners to strengthen and expand Canada's health infostructure. *Inforoute's* investments are intended to promote a high quality, sustainable and effective health care system supported by an infostructure that provides **residents of Canada and their health care providers** with timely, appropriate and secure **access to the right information** when and where they enter into the health care system. Respect for privacy is fundamental to the Corporation's investment strategies.

As the Office of the Auditor General of Canada stated in its 2009 report to Parliament on electronic health records, "Canada Health Inforoute has accomplished a lot since its creation." The objectives of the 2012-2013 Corporate Plan are intended to build on the success of the Corporation's investments to date and explore and drive new opportunities to accelerate and advance the use of health information technology with specific focus on benefits to consumers and clinicians.

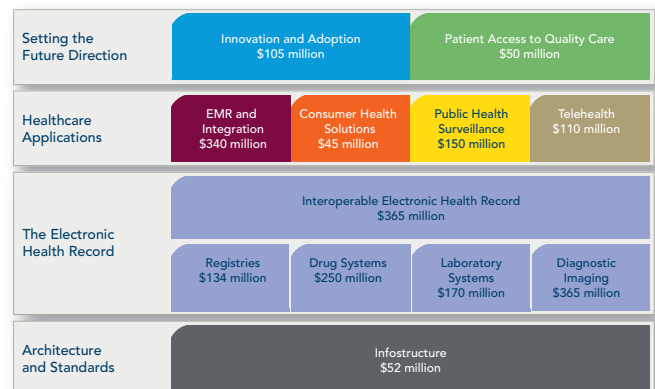
A strategic investor

Since its inception in 2001, the Federal Government has provided *Inforoute* with \$2.1 billion in capitalization through five separate grants.

These investment funds have been matched with co-investments from the provinces and territories. To date, 95 per cent of the funding has been approved and 58 per cent of the approved investment funds have been expended. The investments to date have defined the path for more than 300 projects to deploy electronic health records, electronic medical records, telehealth and public health surveillance systems. The investments have also supported pan-Canadian infostructure projects for architecture and standards, and promoted adoption and use.

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Investment approach



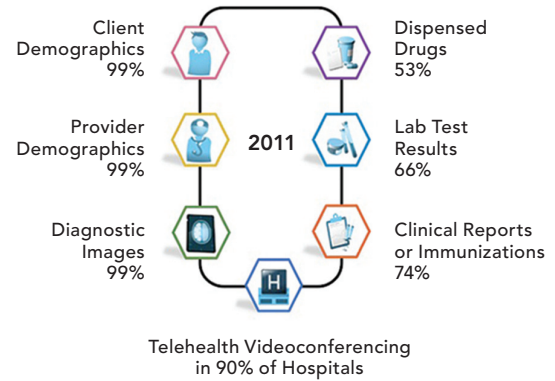
Inforoute's 2012-2013 Corporate Plan recognizes both the complexity and diversity of health care in Canada. While it reflects the Members' strategic priorities and acknowledges that all provinces and territories want to reach a similar destination, it also recognizes that they all had different starting points. Further, they are moving at their own defined pace and taking a path that responds to their respective priorities and needs. In this cost sharing investment model, *Inforoute* can progress on the defined plans for this path only as quickly as our jurisdictional partners can match funds and meet deliverables for the projects.

Since 2001, *Infoway's* role as a strategic investor has supported the evolution of Canada's health information technology path by leading, investing, advising and monitoring both innovation and transformation investment programs and projects. That path has four key components:

- Canada continues working to **digitize** paper-based health records across the country and create a network of health information systems.
- **Connecting** to this network will allow authorized health care providers to securely access individuals' health records history.
- Once connected, authorized care providers will be able to **share** an accurate and complete record of their patient's critical health information in a timely way.
- Equipped with the right information, providers are able to enhance their **clinical knowledge**, make better informed decisions and improve care outcomes for Canadians.

The results of these investments have significantly advanced Canada's position with respect to having the right information available to be shared.

The right information is now available to be shared

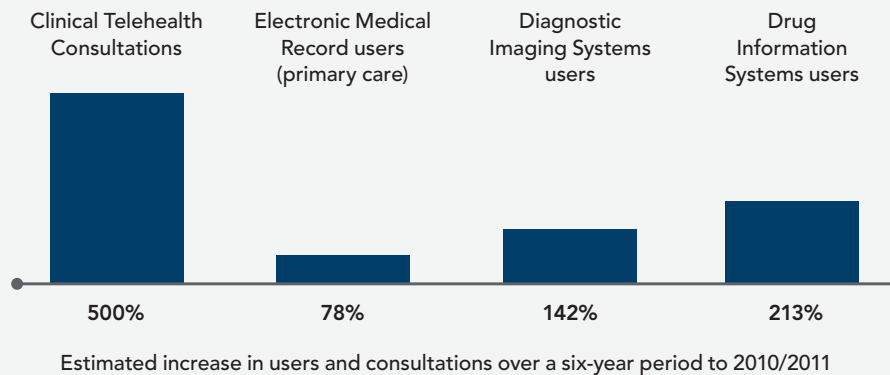


*Availability does not measure the extent of use by providers, but rather the information and systems that are in place

However, availability is only one component of the path to success, but not the ultimate goal. The other critical factor is the adoption and use of the available data and information. While use has increased significantly over the last six years, more work remains to be completed to fully optimize the overall investments with respect to adoption. *Infoway* investments will continue to focus on putting key components of electronic health records in place and the development and implementation of systems that provide tools for clinicians, consumers, governments and administrators to optimize adoption and use.

As attention focuses on the renewal of the 2004 Health Care Accord, *Infoway's* 2012-2013 Corporate Plan continues to support and advance the outcomes anticipated by the First Ministers which had an overarching focus on facilitating timely access to quality care. The 2004 Accord specifically noted that "electronic health records and telehealth are key to health system renewal, particularly for Canadians who live in rural and remote areas." Since 2004, *Infoway's* investments have made significant contributions to meeting the Accord's goals. With respect to access to care (especially in the north), telehealth investments are already increasing **access to care** and **reducing wait times** by providing services when patients

Use of the information has increased significantly...



...and will grow as the larger jurisdictions add new clinical users

and clinicians are not in the same place. A recent study found that Canada has the world's largest video conferencing network, with 5,700 telehealth sites in 1,200 communities including 423 sites in northern, remote, First Nations and Inuit communities. The result: a quarter of a million sessions were delivered in 2010, saving patients time and money by eliminating nearly 47 million kilometres on the road.

As a result of *Infoway's* co-investments with jurisdictions, nearly 90 per cent of most common radiology examinations in Canada's hospitals are now digital. Research shows radiologist and radiology technician **productivity increased** by 25 per cent, enabling as many as 11 million more exams annually. When fully implemented, annual benefits are estimated at up to \$1 billion.

Drug information systems, which allow authorized clinicians to access, manage and share patient medication histories (and thus help avoid harmful drug interactions) are now in use by one-in-three community pharmacists and half of hospital emergency rooms. Research shows benefits valued at up to \$436 million per year. Pharmacists rate the top benefits of these systems as improved **access to patient information, increased patient safety and productivity gains**.

Our business directions for the 2012-2013 fiscal year are underpinned by building on existing investments and optimizing and leveraging the increasing availability of electronic health record data. Our efforts will be directed to enhancing and expanding tools that will provide value for clinicians, and progressing the availability and use of these solutions for the clients of the system – the public.

***Infoway's* business direction for 2012-2013 will be driven by four key objectives:**

1. Collaborate, maintain momentum, measure and educate

Infoway will continue to collaborate with all our jurisdictional partners and stakeholders to build on our collective progress to date in advancing the availability, adoption and use of e-health information systems, measuring the benefits from our investments and educating Canadians about the value these systems can bring to their health care.

Currently 50 per cent of Canadians have their electronic health record available to authorized health care providers and we will continue to advance availability to achieve a target of 100 per cent of Canadians by 2016.

Infoway has made a strong commitment to measuring the benefits and value of its investments in the areas of access, quality and productivity, and will enhance those activities in 2012-2013 with an analysis of the benefits to date from investments in access to electronic laboratory results and electronic medical records.

The benefits resulting from these investments will be communicated to the public through the continuation of our successful "Knowing is better than not knowing" public education campaign, employing various communications channels.

2. Advance the availability and use of electronic medical records (EMRs) to support patient centred care

Infoway will continue its investments to significantly increase the number of clinicians using certified EMR applications. In conjunction with this activity, we will advance projects to support the use of EMR solutions in community practice and ambulatory care settings and advance the interoperability and connectivity of hospital and pharmacy information systems. Our investments in EMRs will remain closely aligned to our gated funding model to achieve clinical value including connecting EMRs to external sources of data such as medication history, laboratory reports or other clinical reports.

3. Partner to accelerate adoption and innovation for consumers and their health care providers

During 2012-2013, *Infoway* is committed to continuing and expanding partnerships with patient associations, clinicians and health care providers to better understand their needs and to deliver value at the point of care, today and tomorrow. We will continue to link with leaders, connect with frontline care providers, reach out to clinicians in training and embed clinical voices in *Infoway's* initiatives. From the use of tablet devices at the bedside to high-tech support as an enabler to help infection control, we will broaden our investments through a series of clinical innovation projects intended to be implemented, in use and yielding value by the end of the 2012-2013 fiscal year. Further, new consumer health solutions that speak to Canadians' own needs will be developed and tested through investment in demonstration projects that will allow patients to book appointments online, communicate securely with their health care team or access their own health information.

4. Charting a course for the future – resetting the compass

In 2005, *Infoway* together with our jurisdictional partners developed and produced Vision 2015, an information and communications technology roadmap for health care in Canada. Since that time, much has been accomplished with respect to the roadmap activities and much has changed.

During the 2012-2013 fiscal year, with guidance from its Board and the Corporation's Members, *Infoway* will undertake a major project to refine and articulate a future directions pan-Canadian health information technology



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strategic plan. The plan will define success in terms of value provided to consumers, clinicians, governments and health care administrators to 2018. The actionable plan will identify opportunities for each of these groups to obtain significant value from future health information technology investments. The strategic plan development will involve broad stakeholder consultation, input and feedback that will reflect and represent the diversity of our stakeholders across the country.

In the implementation and achievement of these four major business directions for the 2012-2013 fiscal year, *Infoway* has identified and defined the following performance expectations:

- Collaborate and build on progress to advance the 2016 availability target to 56-58 per cent by March 31, 2013.
- To maintain momentum, *Infoway* will continue to provide support to the jurisdictions in the areas of architecture standards, privacy and security and jurisdictional deployment efforts through our jurisdictional implementers' groups.
- By March 31, 2013, *Infoway* will have conducted and published findings from new benefits evaluation studies including early results from the use of electronic medical records and access to laboratory results.
- Over the course of the 2012-2013 fiscal year, *Infoway* will have completed the second phase of a targeted media consumer education campaign using television and the Internet as delivery mechanisms. The education campaign is intended to generate an estimated 35-40 million media impressions.
- By March 31, 2013, *Infoway* will co-invest with the provinces and territories in the cumulative enrolment of 12,000 clinicians in physician office electronic medical record (EMR) programs and enable up to 50 per cent of these clinicians to use their EMRs to meet defined clinical value targets.
- Continue our investments with jurisdictions and health authorities to deploy EMR solutions for ambulatory clinics in acute care settings, resulting in an estimated 7,500 clinicians having access to these systems by March 2013. Most of these projects will include investments for upgrading the hospital systems to connect to additional clinical data sources.
- Invest in clinical peer support and change management networks that use evidence-based strategies to promote and advance effective use of health information and communications technologies.
- Partner with physician, nursing, and pharmacy educators on programs designed to ensure that clinicians graduate ready to practise in a health information technology-enabled environment.
- Deliver value to clinicians and patients through at least 15 clinical innovation and consumer health projects with the objective that many will be in use by the end of 2012-2013 fiscal year.
- Test and communicate innovative approaches to promote medication safety, clinical synoptic reporting, patients' access to their own health information, and e-scheduling by patients through the ImagineNation Outcomes Challenge, which will involve at least 20 teams from across the country.
- Actively encourage the participation of clinicians and patient representatives in *Infoway* projects and programs through the *Infoway* Clinical Council, reference groups and stakeholder engagement in projects.
- By March 31, 2013, *Infoway* will have completed a broad-ranging set of strategic stakeholder forums, focus groups and interviews as input to a pan-Canadian health IT strategic plan. These stakeholder consultations will include Members of the Corporation, clinicians, consumers, government officials and administrators.
- The investment expenditures by *Infoway* and our partners during the 2012-2013 fiscal year will continue to add direct, indirect and induced stimulus to the Canadian economy. Based on a Conference Board of Canada study, the cumulative effect of these investments by 2014 will contribute a \$1.11 billion increase in real gross domestic product and create an estimated 10,000 person years of employment.
- To achieve these outcomes and continue to advance all aspects of *Infoway's* 12 programs, investment expenditures for the 2012-2013 fiscal year are estimated as a stretch target of \$165 million. *Infoway's* success in this regard is of course dependent upon the pace that the provinces and territories can move to meet their plans and schedules for the deployment and use of these solutions. In meeting these investment target expenditures, *Infoway* will continue to maintain its due diligence and public accountability commitments for the use of taxpayers' dollars, as well as report quarterly to its Board of Directors on the status of program risks, issues and achievements.