

Update

Health Results Team (HRT)
Information Management
Ministry of Health and Long-Term Care

Produced for our partners and information management stakeholders across the health care sector.

April 2007

Taking Pride in Our Shared Achievements



*by Adalsteinn Brown,
Information Management
Lead, Health Results Team*

March 2007 marked the end of the mandate of the Health Results Team for Information Management (HRT-IM). The HRT-IM was established in

September 2004 to lead the development of a strategy for information management in support of a more efficient, effective and accountable information management system.

The IM strategy was a collective undertaking. The Health Results Team for Information Management is grateful to the hundreds of partners and stakeholders within the ministry and the health system who have worked alongside us for their ongoing collaboration and commitment to effecting change. The IM strategy continues to make progress towards managing information as an asset to contribute to a high-performing health system for Ontario. I am very proud of our accomplishments over the past two and a half years; we have had a lot of success in strengthening capacity for information management.

In this final HRT-IM update, you will see an illustrated retrospective of some shared accomplishments and major milestones from the development and implementation of the IM strategy. We have achieved key outcomes related to: improving the quality of data and providing greater access to information for planning; reducing burden on service providers by eliminating the collection of lower-value data; making it possible to measure the quality, value and

sustainability of the health system provincially and locally; reporting on how the health system is performing overall; supporting the Local Health Integration Networks with the decision support resources and analysis they need for planning; mobilizing local partnership models to consolidate, coordinate and standardize the way data are managed locally; improving processes to set long-range strategies; sharing performance improvement best practices across the health system; and much, much more.

With the completion of the HRT-IM mandate, we have been working very closely with the Ministry to integrate the work from this team into the Health System Information Management division and the Health System Strategy division. I am pleased that ADM John McKinley is championing the area of health system information management for the province.

Finally, I want to take this opportunity to congratulate our team and thank them for their consistent commitment, knowledge and leadership that they have contributed to moving the information management agenda forward and delivering on key priority areas of producing better data, measuring performance for change, supporting evidence-based decisions and strengthening system accountability and sustainability.

Please take a moment to read through this update for more details and continue to visit our web site at http://www.health.gov.on.ca/transformation/providers/information/information_mn.html to access online resources. The team has been extremely busy over the past two and half years and as we look ahead, we look forward to continued progress in information management for the health system.

Moving Ontario's Information Management Agenda Forward



*by John McKinley,
Assistant Deputy Minister
Health System Information
Management*

Following the success of the Health Results Team for Information Management, I am pleased to take this

opportunity to congratulate Steini Brown and his team for their success in improving the management of data and information in the health system. I have extended my support to the HRT-IM's work and look forward to continued progress in these accomplishments that promote innovation and collaboration. Supporting system change with information management requires a systematic and sustained focus over time.

Building capacity in the new Health System Information Management division is a very exciting and important milestone in supporting the Ministry's health system stewardship role. In recent months, I and others in the Ministry have been leading the ongoing transition and start-up for this new division. The division will keep IM stakeholders informed as this work and other initiatives develop.

I recognize the leadership and hard work that many people in the Ministry and stakeholders across the field have contributed to the information management agenda in Ontario. The continued participation and collaboration of stakeholders and partners will be a key asset in this complex endeavour. The new Health System Information Management division will build on these contributions as we move forward together.

For more information

Visit the Ministry of Health and Long-Term Care's web site, Information Management section (for Health Care Providers) at:

http://www.health.gov.on.ca/transformation/providers/information/information_mn.html

A Brief Retrospective of the Health Results Team for Information Management: Turning Strategy into RESULTS

As the HRT-IM reflects on its work since September 2004, here are some highlights from the development and implementation of the Information Management Strategy, including some from the Ministry of Health and Long-Term Care and the broader health care field (Note: not all IM Strategy initiatives are described).

The Minister launches the Health Results Team to lead the implementation of Ontario's health care transformation priorities; Adalsteinn Brown leads the Health Results Team for Information Management (HRT-IM)

Information Management A System We Can Count On

The HRT-IM develops a blueprint for change, mapping out the *current and future states of information management*; the future state of information management represents a more organized, efficient, and ultimately more sustainable way of managing health information through its life cycle

The HRT-IM begins engaging information management stakeholders and experts through targeted presentations about the need for change and the development of solutions to improve the way health system information is managed

An *accountability assessment framework* is developed to clearly articulate what is meant by strong accountability in our health system - it outlines five aspects of strong accountability relationships and includes a tool to assess existing accountability relationships

Performance management experts from across Ontario representing all health system sectors participate in the *Health System Scorecard Technical Expert Panel* to select a core set of validated indicators to monitor achievement of health system strategies

The HRT-IM engages health leaders from across Ontario and other jurisdictions in expert panels, advisory and action groups, and other partnerships (such as the *IM Internal Action Group*) to support system change in information management

The design of a *Health System Information Utility* progresses as a critical part of the IM Strategy, to create an authoritative, accessible source of health services and population data

The first ever *clinical data blitz* with Ontario hospitals was conducted in collaboration with the Institute for Clinical Evaluative Sciences, the Hospital Report Research Collaborative, the Canadian Institute for Health Information, the Ontario Joint Policy and Planning Committee, and the ministry's Finance and Information Management Branch

The HRT-IM works collaboratively with partners internal and external to the ministry to articulate strategic goals to be measured in Ontario's health system - the *Ontario Health System Strategy Map* becomes the starting point for the first *Health System Scorecard*

Public sector value provides the first ever measure of overall health system value for money, assessing health outcomes and cost-effectiveness

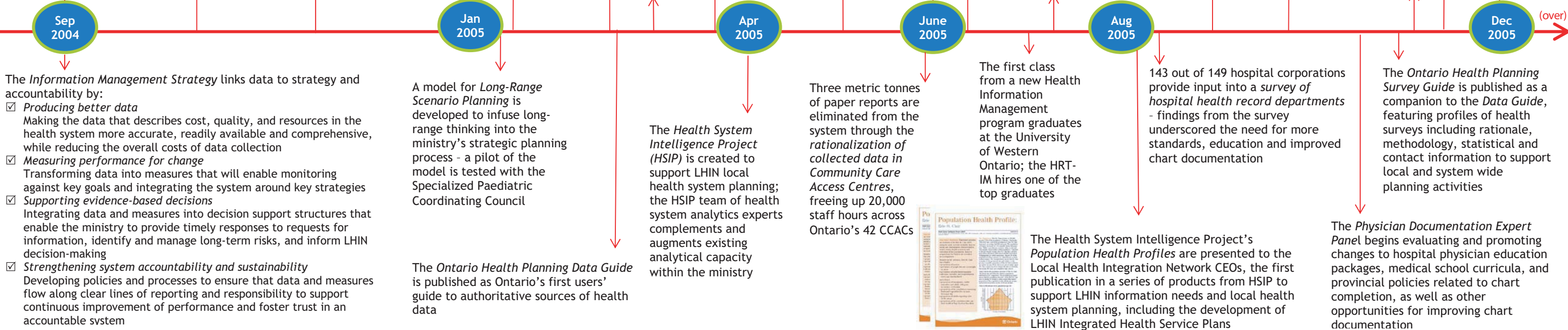
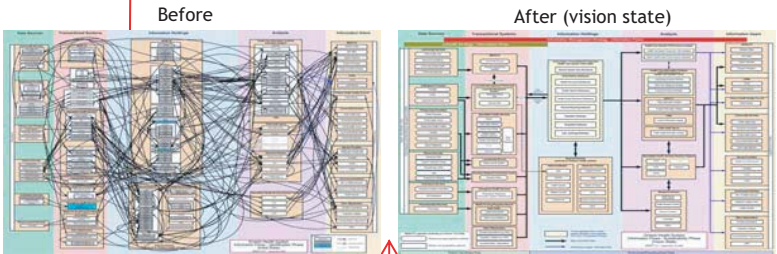
A new *bilateral agreement* between the Canadian Institute for Health Information (CIHI) and the ministry is negotiated to achieve more effective purchase of services from CIHI for the health system

To support the government's work on strengthening accountability, three *current-state assessments of accountability relationships between the ministry and providers* are conducted with CCACs, hospitals, and alternative funding plans for academic physicians

Building on the success of the first-ever clinical data blitz, the second data blitz involves the examination of the collection and reporting of *rehabilitation and continuing care data sets*

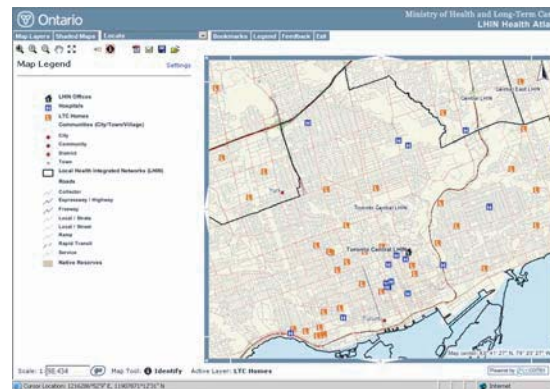
To better align strategy, performance measurement and investment functions, a new business process is developed and tested - called *portfolio management* - to support investment decision-making in the ministry based on strategic alignment, costs, risks and benefits

The Minister launches Ontario's first *Local Data Management Partnerships* - 14 of them are established to enhance the health system's capacity to manage information and address data quality issues



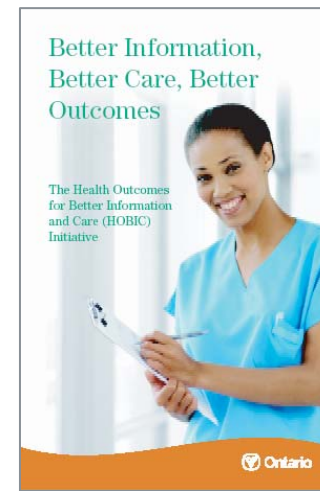
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The *LHIN Health Atlas* is launched to visualize health care data and information as geographical maps, supporting LHINs in their planning efforts



The *Data Quality Management Framework* supports the continuous quality improvement of key clinical, financial and statistical health care data and information used by system and operational planners

As a result of an assessment of nursing workload data in the *Nursing Workload Measurement Project*, non-case-costing hospitals in Ontario are no longer mandated by the ministry (effective April 2006) to collect and report nursing workload data



As part of phase 3 of the *Health Outcomes for Better Information and Care* initiative, the collection of nursing-sensitive patient outcomes begins in 26 sites, including acute care, long-term care, complex continuing care and home care

The ministry transitional structure will be phased in, to be fully in place by December 2007; the mandate of the *Health System Information Management* division is to collect evidence for strategy development - this includes establishing, operationalizing and maintaining the Information Management Strategy; John McKinley is announced as the Assistant Deputy Minister for the Health System Information Management division

As part of the sunset of the HRT-IM, work from the IM Strategy will integrate into the Health System Information Division and the Health System Strategy Division of the ministry

Sunset of the Health Results Team

Hospitals gain access to provincial data on inpatient and ambulatory activity in Ontario hospitals for the purposes of performance monitoring, peer benchmarking, and planning through an "anonymous" data agreement

A *Local Health System Performance Schedule* sets out indicators of local health system performance in the 2007/08 - 2009/10 MOHLTC/LHIN Accountability Agreement

As part of the LHIN Accountability and Performance Policy Framework, a template for the MOHLTC/LHIN Accountability Agreement is developed for 2007/08 to 2009/10 and outlines the structure, scope and content elements of the agreement - it is approved by Cabinet

Case studies of quality improvement investments in international health care systems profile *critical levers for transforming to a culture of quality improvement* - stakeholders are convened to translate findings to the Ontario context

A new *Health Information and Resources Directory* is launched to stakeholders as the provincial "yellow pages" of health information - it includes a catalogue of performance indicators, data sources and experts in decision support

Web-enabled reports for the 2006/07 iterations of the *Health System Strategy Map*, and the *Ontario Health System and Local Health System Scorecards* support the ministry and LHINs in performance management

A joint MOHLTC/LHIN *Local Health System Integration Act Working Group on Accountability* is established to inform the development of templates, policy and reporting requirements, and outcome measures for the MOHLTC/LHIN Accountability Agreements for 2007/08 - 2009/10

Development of a *Data Issues and Actions Management System* begins to facilitate the management and resolution of issues with data by data providers and information users



The Ontario Health Quality Council releases its first report, identifying information management systems as a critical enabler for health system improvements

The *Sustainability of Ontario's Health Care System* report and the *Long Range Scenario Planning Project on Health System Sustainability* look at factors influencing the sustainability of Ontario's health care system

The *renewed Strategy for e-Health* includes explicit outcomes related to health information management and system performance

The ministry launches the *Primary Care Access Survey* of Ontario residents to measure access to family doctors in Ontario

