

ALL NATIONS DIGITAL HEALTH STRATEGY 2021

Maamowi gaabowititaa –
Let's stand together



ALL NATIONS
HEALTH PARTNERS

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AN INTRODUCTION

While much of Ontario fights to end “hallway medicine” in overcrowded hospitals in the All Nations Health Partners defined geographic region, the struggle to get services out to the people and communities who need them is the priority. The All Nations Health Partners’ (ANHP) vision is to develop a health care system to improve health outcomes for all people of the defined geographic region. This vision of equitable healthcare will be achieved when there is better service availability, more responsiveness to local needs, a seamless continuum of care, and more support resources.

This paper presents a digital strategy for the ANHP defined geographic region. While broadband infrastructure may not be in any other Ontario Health Team strategies, it is an objective for the ANHP OHT; the need to connect all communities and reach further with digital and virtual services and support is widely understood. The Digital Working Group was formed to provide direction, assistance, and support to modernize the digital infrastructure for the delivery of health services in the ANHP defined geographic region.

THE ALL NATIONS HEALTH PARTNERS

How were they formed?

The ANHP evolved from the Kenora Area Health Care Working Group, which formed in 2015 to address a critical doctor shortage and cross-border issues. The ANHP include Indigenous, municipal and health care leaders who signed a Resolution in ceremony in 2017 to work towards the development of a seamless, patient-centred health care system.

What's their goal?

The goal of the ANHP is to provide the right service, at the right time, in the right setting, for everyone in the ANHP defined geographic region. It will improve the health system to focus on people first and better serve the unique needs of our communities. Cultural safety will allow the blending of traditional and western medicines for holistic healing.

What areas are included?

The ANHP region includes the urban and rural communities of Kenora and Sioux Narrows-Nestor Falls, local First Nations, Kenora Métis, seasonal residents and visitors. In 2019, the ANHP became not only one of the first Ontario Health Teams (OHTs), but the first from the North, the smallest, and the only team with full Indigenous and community partners.

Ontario Health Team objectives

OHTs are designed and encouraged to take a holistic approach to implementing innovative digital health technology projects. OHTs consider all innovative digital tools to achieve their goals of:

- 1) Improved health outcomes
- 2) Improved patient experience
- 3) Reduced costs
- 4) Increased provider satisfaction

"For over a decade, much work by our Chiefs, our Elders, and our youth have guided and directed a clear message for our partnerships to focus on a holistic approach to healthcare. Kenora Chiefs Advisory is proud to be moving forward with the All Nations Health Partners in transforming the health care system in our homeland. Working together, we aim to deliver culturally appropriate health care services from hospital to home no matter who you are or where you live in the region. What we see now is the beginning of our vision coming true."

- Chief Lorraine Cobiness,
Kenora Chiefs Advisory Board President

Working together, healing together

"When assessing new digital health solutions, OHTs should also work collaboratively with the targeted clinical users and patients to ensure the proposed technologies meet their needs. Other factors, such as easy integration into existing care pathways, and the level of specialized support for deployment and adoption should also be considered."

- Ontario Health Teams Digital Health Playbook

It is important to emphasize that all digital work will fully respect and embed the First Nations principles of OCAP: ownership, control, access, and possession, as detailed at <https://fnigc.ca/ocap-training/>. Additionally, the work will maximize existing provincial digital assets by leveraging and implementing those assets when possible and not creating duplicate systems.



WHAT IS "DIGITAL HEALTH"?

Digital health technologies can make the delivery of health care more accessible, convenient, and cost-effective.

By definition:

“Digital health technologies can include stand-alone software applications as well as integrated hardware and software systems that can utilize platforms, such as computers, smart phones, tablets and wearables. These technologies can improve access to health care information, facilitate more timely diagnoses and treatments, and improve access to care for patients at home, at health care facilities, as well as in rural and remote communities.”

- Health Canada

“Digital health connects and empowers people and populations to manage health and wellness, augmented by accessible and supportive provider teams working within flexible, integrated, interoperable, and digitally-enabled care environments that strategically leverage digital tools, technologies and services to transform care delivery.”

- Healthcare Information and Management Systems Society (HIMSS)

The bottom line

Digital health systems use technology to share information, speed up access to services, broaden access points, and improve communications between all stakeholders, including patients/clients.

In many cases, it makes healthcare possible where it wasn't before.



WHAT ARE THE BENEFITS OF "DIGITAL HEALTH"?

A digitized and integrated model of health care offers:

- Improved health care services for everyone
- Responsiveness to the needs of Indigenous communities
- A seamless and integrated continuum of care across all health providers
- Privacy, security, and real-time accessibility
- Access to health services closer to home
- Health outcomes that meet or exceed provincial standards
- A supportive environment for health care providers

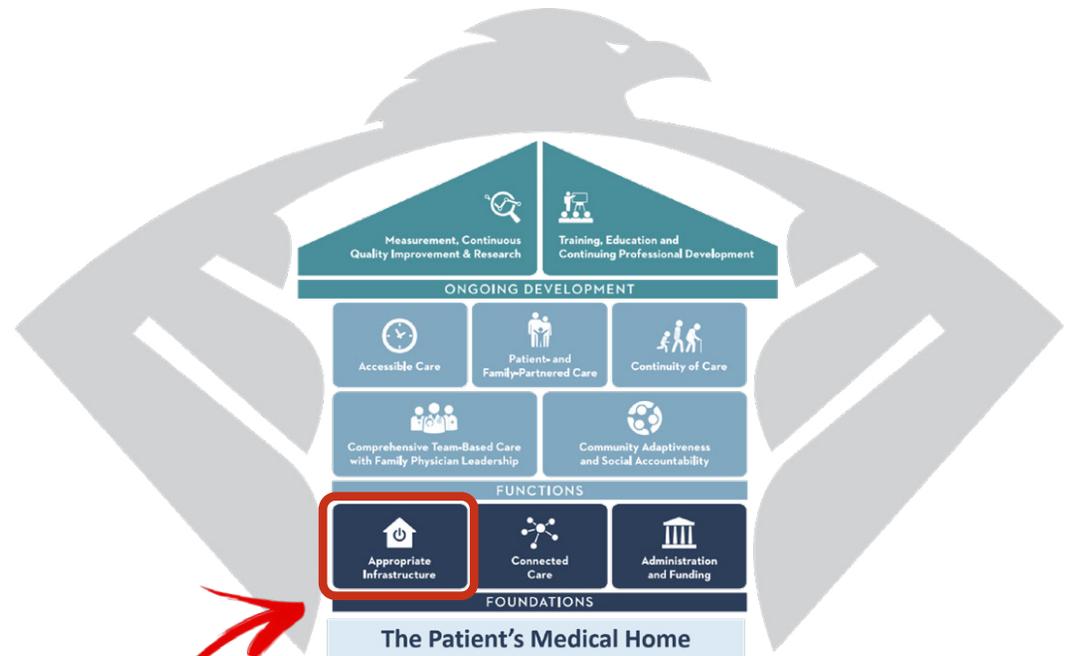
Communication is key

Underpinning all great relationships is communication, and that is especially true in cross-agency, cross-sector healthcare where patient/clients are accessing services from multiple providers. In a well-designed digital ecosystem:

- Key health information will be available whenever and wherever it is needed
- Health information can be exchanged securely
- Digitally enabled models of care will improve accessibility, quality, safety and efficiency

“The Digital Strategy for the All Nations Health Partners is the foundation on which our health care system will evolve over the next few years. There are system development opportunities to connect our health care providers, to access the most up to date information about the patients they are caring for, regardless of location. The opportunity to provide care to patients in a variety of settings using virtual systems and to empower patients to access their records are ways to leverage digital solutions to improve health outcomes of the people of the All Nations Health Partners defined geographic region.”

- Cheryl O'Flaherty
Digital Working Group Chair



Where Digital Strategy connects

WHAT ARE THE BENEFITS OF "DIGITAL HEALTH"?

Something for everyone

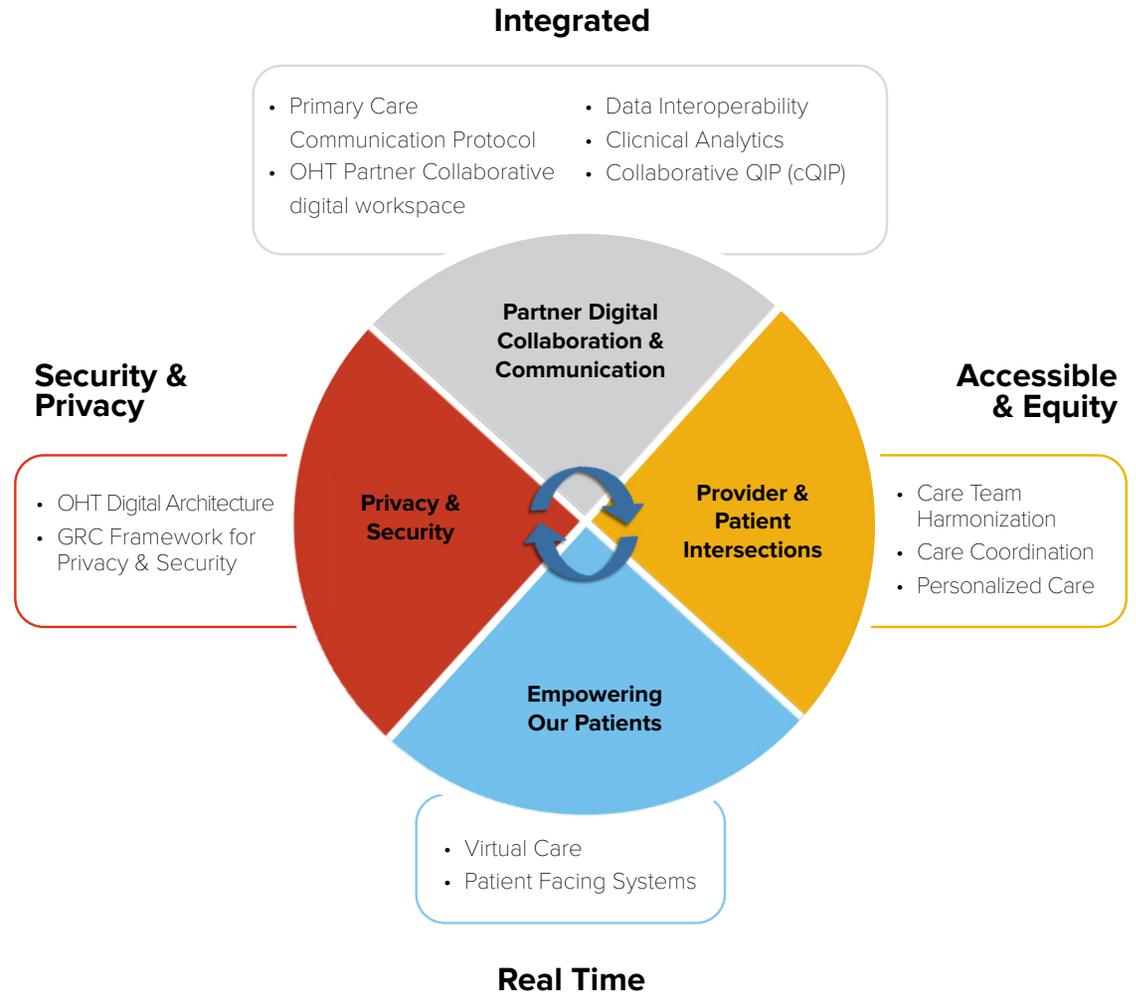
The right combination of digital health services and tools will be key to supporting seamless and efficient delivery of care.

For providers, digitally enabled OHTs offer clinicians and health service providers access to the information they need, when they need it, along with more efficient channels for delivering services.

For patients/clients, this means having access to their own health information and the choice to engage with providers in person or via digital tools, such as video visits and secure messaging. Through digitally enabled OHTs, health records and information follow the patient from one care setting to another.

For health organizations, this means equipping teams with workflow tools and business information systems that allow them to focus their efforts on providing care directly to patients while minimizing time lost to inefficient and redundant reporting activities. The creation of OHTs presents a unique opportunity to consider how digital technologies can support patient/client journeys and efficient clinical processes.

In collaboration, the ANHPs will create a digital community patient record that empowers our patients across all care settings, reduces duplication, improves patient safety while respecting patient privacy.



THE THREE-YEAR VISION

The next three years will be transformational for the ANHP and healthcare in the ANHP defined geographic region. In one key collaboration, the ANHPs will create a digital community patient record that empowers our patients across all care settings, reduces duplication, and improves patient safety while respecting patient privacy.

Here are a few of the milestones we are looking to accomplish (the timeline for these actions can be found on the next page):

Partner Digital Collaboration & Communication

- Communication Protocols for Primary Care
- OHT Partner Collaborative workspace
 - Secured SharePoint Site for all working groups, partners and members
- Data Interoperability
 - Enables integrated health systems to share and reuse health data across organizations and sectors
 - Improves safety and quality of care and offers health system efficiencies and cost savings through access to information
- Clinical Analytics
 - Healthcare analytics focuses on the technologies and processes that measure, manage, and analyze healthcare data; using healthcare analytics to make more effective and efficient operational and clinical decisions using SNOWMED CT Reference sets.
 - Enable business intelligence; data standards; fast healthcare interoperability resources (FHIR); Population health insight
- Collaborative Quality Improvement Plans (cQIP)
 - A formal, documented set of quality commitments made by health care organizations in a OHT to improve quality through focused targets and actions that specifically address agreed upon issues.

Patient Intersections – Between All Health Care Partners & Systems

- Care Team Harmonization
 - Optimized resources (no duplication of stories or imaging); care re-designed for priority populations
 - Reduced variation in care and clinical standards
- Care Coordination
 - No cold hand-offs, no wrong door
 - Intelligent system workflows – transitions
 - 24/7 coordination and system navigation
 - Care redesigned for priority populations
- Personalized Care
 - Access to health literacy
 - Priority populations receive a self-management plan, gain understanding, and use literacy supports
 - Achieve 4 Es: engage, educate, empower, and enable
 - Create a sense of community among patients and with the health team

Empowering Our Patients

- Virtual care solutions (video/telephone/mobile) and remote monitoring
- Patient Facing Systems
 - Online bookings and Patient portal
 - Secure messaging
- Planning, Privacy & Security
- OHT Digital Architecture
 - Identify ANHP OHT service requirements
 - Map digital capabilities
 - Redesign OHT services to maximize digital benefits
- Governance, risk, and compliance (GRC)
 - Select GRC framework
 - Develop and tailor to ANHP OHT
 - Implement GRC across ANHP OHT

THE PROPOSED THREE-YEAR SCHEDULE

ANHP OHT - 3 YEAR DIGITAL STRATEGY	1 to 3	YEAR 1 (2021/2022)				YEAR 2 (2022/2023)				YEAR 3 (2023/24)			
PROJECTS	Priority	Q1-1	Q2-1	Q3-1	Q4-1	Q1-2	Q2-2	Q3-2	Q4-2	Q1-3	Q2-3	Q3-3	Q4-3
Connect Primary Care via communication protocols													
Build primary care communication protocol plan (need plan)	1	■											
Implement OHT Partner collaborative workspace													
Define collaboration space	Done												
Build collaboration space	1	■											
Initiate Clinical Analytics													
Prescribe requirements for BI data architecture	1		■										
Realize capability for population health BI	2								■				
Explain Personalized Care													
Define health literacy requirements	1		■										
Deploy capability	2									■			
Determine Virtual Care													
Define data architecture requirements	1			■									
Initiate capability	2				■	■	■	■	■	■	■	■	■
Detail Patient Facing Systems													
Prescribe requirements for patient facing system data architecture	1				■								
Develop patient facing systems	2				■	■	■	■	■	■	■	■	■
Launch capabilities	3					■	■	■	■	■	■	■	■
Establish Data Interoperability													
Define requirements	1				■								
Develop Collaborative Quality Improvement (cQIP)													
Define cQIP requirements	3			■									
Develop cQIP	3			■									
Build OHT Digital Architecture													
Identify ANHP OHT requirements (OHT services, standards, etc.)	1					■							
Map digital capabilities for MS cloud to ANHP OHT services	1					■							
Redesign OHT services for maximum benefits	2						■						
Implement MS cloud for OHT as per requirements	2							■	■	■	■	■	■
Establish Data Interoperability													
Deploy capability for interoperability	2							■					
Specify Care Team Harmonization													
Determine redesign requirements	2									■			
Realize redesign	3									■	■		
Define Care Coordination													
Determine coordination imperatives	2									■			
Develop coordination intelligence	3									■	■		
Realize capability for coordination	3									■	■	■	
Establish GRC process for Privacy & Security													
Select GRC framework	1		■										
Develop GRC process tailored to ANHP OHT requirements	1		■										
Implement GRC process	1			■	■	■	■	■	■	■	■	■	■
Develop Community standards for privacy and security													
Define privacy and security requirement for digital	1			■									
Develop privacy and security standards	1				■								

■ - Timing will depend on what service is used such as third party or provincial assets; possible to deliver earlier and begin deployment at the same time.

HOW DO WE GET THERE?

There are many parties, organizations, and stakeholders involved in the digital transformation of the health system for the ANHP defined geographic region. Success comes down to planning, cooperation, communication, and engagement.

Critical Success Factors for Digital Strategy Implementation

1. Trust and Assurance

- Strong privacy and security risk management framework is required to protect sensitive information while also enabling the safe and efficient sharing of information.
- OPAC principles must be embedded throughout the work.

2. Cooperation and collaboration across all partners

- A co-developed strategy
- Data standards and consistency
- A willingness to change
- An open view and the courage to think radical

3. Strong patient/client and clinical engagement and involvement

- A focus on use cases and end user experience and needs

4. Effective governance and leadership

- The desire and will to achieving the digital health vision together

5. Taking lessons from others

- We must look inside and outside Canada for best practices and best use of digital technology in modern health care.

“This is the most unique and important health system transformation work our region has seen. It will significantly raise the bar in terms of the scope and quality of services delivered and will be a historic step towards reconciliation. We are stronger together and we will not only build a state-of-the-art healthcare system, but we will build a legacy of collaboration, inclusiveness, and sensitivity that will benefit future generations to come.”

- Dr. Jillie Retson

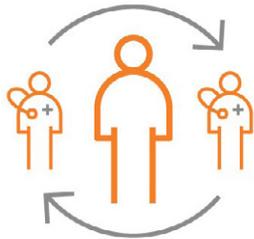
IN CONCLUSION



Imagine a health care system where care is patient-centred, integrated, and seamless across providers—at the hospital, in the community and at home; a health system welcoming of all people, without prejudice, with wrap-around services that treat the whole person: body, mind and spirit.



Imagine a health care system that is a leading centre for training health practitioners, with state-of-the-art medical care, enhanced technology, and digital services, with health records that travel with you, wherever you access care.



Imagine a health care system where services are provided by robust interdisciplinary teams reflective of the diverse communities being served; where health care providers are nurtured and supported, leadership is transparent and accountable, guided by reconciliation through healing among all nations.

Together, we can get there.



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