



**Centre for
Health Information**

Newfoundland & Labrador

Centre for Health Information Business Plan 2008-2011

June 30, 2008





Centre for Health Information

Newfoundland & Labrador

☐ 28 Pippy Place, St. John's, NL A1B 3X4

Telephone: 709-752-6000 • Facsimile: 709-752-6011

☐ Registry Integrity Unit, P.O. Box 5800, Taylor Building
Old Carbonear Road, Harbour Grace, NL AOA 2M0

Telephone: 709-945-5335 • Facsimile: 709-945-5340

June 30, 2008

The Honorable Ross Wiseman
Minister of Health and Community Services
Government of Newfoundland and Labrador
P.O. Box 8700 Confederation Building
St. John's, NL A1B 4J6

Dear Minister Wiseman:

I am pleased to submit the Centre for Health Information's 2008 -11 Business Plan on behalf of the Board of Directors. The development of the Business Plan was undertaken by the Board over the winter of 2008 with the guidance of the Department of Health and Community Services.

The Board of Directors has focused its attention on the Department of Health and Community Services' strategic direction on improving accountability and stability in the delivery of health and community services within available resources. It has directed staff to address the other strategic directions in the operational and work plans for each department.

As a Category 2 entity under the *Transparency and Accountability Act*, the Board will report annually to you on its success in meeting the measures and indicators it has developed for its Mission Statement and each of its goals.

The Board of Directors of the Centre for Health Information acknowledges the accountability for the preparation of this plan and for achieving the specific goals and objectives of the plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Fanning".

W.B. (Bill) Fanning
Chair
Board of Directors

Enclosure:

Business Planning 2008 - 2011 Table of Contents

1. OVERVIEW.....	4
2. DEPARTMENT OF HEALTH AND COMMUNITY SERVICES' STRATEGIC DIRECTIONS.....	5
3. LINES OF BUSINESS.....	6
3.1 <i>Provincial Health Information Systems</i>	6
3.2 <i>Quality Information</i>	6
3.3 <i>Research</i>	7
4. PRIMARY CLIENTS AND RELATED EXPECTATIONS.....	8
5. MANDATE.....	9
6. VISION.....	10
7. VALUES	10
8. MISSION STATEMENT.....	11
10. GOALS AND OBJECTIVES.....	13
Issue 1: Provincial Health Information Systems.....	13
Issue 2: Data Quality.....	15
Issue 3: Health Research Plan.....	16
Issue 4: Organizational Planning	17
Issue 5: Communications.....	18
Appendix A Department of Health and Community Services Strategic Directions	19

1. Overview

The Centre for Health Information was established to provide quality information to health professionals, the public, researchers, and health system decision-makers. Through collaboration with the health system, the Centre supports the development of data and technical standards, maintains provincial health databases, prepares and distributes health reports, and supports and carries out applied health research and evaluations. The Centre's mandate also includes the development of the confidential and secure Newfoundland and Labrador Electronic Health Record and the Health Information Network, ensuring connectivity to the Regional Health Authorities for the Electronic Health Record and other provincial health information systems.

In addition to supporting the health information needs of its stakeholders, the Centre provides a return on Government's investment by attracting external funding for health information technology projects and applied health research. The Centre is building capacity for Electronic Health Record development among the local technology industry and applied health research skills in young health researchers.

In fiscal 2008-2009, the Centre for Health Information is anticipating revenues of \$22 million of which \$11.3 million is provincial revenue. Other sources of revenue include funded research and capital funding from the Government of Newfoundland and Labrador and Canada Health Infoway for the development of the Electronic Health Record.

Through the support of the provincial government and Canada Health Infoway, Inc., the Centre has been recognized for its contribution to the national agenda for development of the Electronic Health Record with the first provincial client registry designed and implemented specifically for the Electronic Health Record, and the first provincial Picture Archiving and Communications System that uses a central provincial archive. The Centre also makes significant contributions to the national agenda for standards development and dissemination, applied health research, and the evaluation of health information systems.

The Centre for Health Information was established by Cabinet in 1996 following the recommendation of the Health System Information Task Force (1995). It is a statutory corporation created by the *Centre for Health Information Act* and governed by a Board of Directors appointed by the Lieutenant-Governor in Council and reporting to the Minister of Health and Community Services. It is managed by a Chief Executive Officer.

The Centre is structured into five departments; Health Information Network, Research and Evaluation, Data Quality and Standards, Finance and Project Management Office, and Privacy and Corporate Services. It currently employs over 70 full and part-time staff. The majority of staff members are located at 28 Pippy Place in St. John's. The Registry Integrity Unit, with three staff, is located in Carbonear.

The Centre for Health Information maintains a corporate website which holds extensive information about the Centre's activities, www.nlchi.nl.ca. The main telephone number for the organization is (709)752-6000.

2. Department of Health and Community Services' Strategic Directions

The Department of Health and Community Services has set four strategic directions for the period 2008 - 2011. The Centre for Health Information's Business Plan focuses on the strategic direction addressing improving accountability and stability in the health system. The other three strategic directions will be addressed through operational and work plans. More details on how the Centre for Health Information supports the Department of Health and Community Services in achieving all of its objectives can be found in Appendix A.

3. Lines of Business

The Centre for Health Information is an integral part of the Newfoundland and Labrador health system through supporting improvements in the collection of data and use of information for individual care, administration, planning, and research. The Centre's services are available to the Provincial and Federal Governments and their agencies, community organizations, health professionals, and researchers. Information is also available to the public. While the Centre strives to deliver its services without cost to clients, there are instances when a fee is charged.

The Centre ensures that all collection, use, and disclosure of personal health information is compliant with the *Access to Information and Protection of Privacy Act*, the *Centre for Health Information Act* and other relevant legislation.

3.1 Provincial Health Information Systems

The Centre was established to provide a comprehensive province-wide information system for the health sector. Activities for the development of this information system are led either by the Centre or by other organizations within the health system, with whom the Centre collaborates. The Centre is responsible for:

- planning, designing, implementing, and maintaining the Newfoundland and Labrador Electronic Health Record and the Health Information Network,
- collaborating with its clients to ensure the desired outcomes of the comprehensive province-wide information system are achieved,
- managing the privacy and security of personal information transmitted to or via the Health Information Network,
- coordinating provincial participation in national standard setting activities for the Electronic Health Record, and
- managing the planning, designing, and implementation of specific provincial health information systems.

3.2 Quality Information

Quality health information is information that is accurate, timely, useable, relevant, and comparable. Recognition of the connection between quality health information and healthier people and communities led to the establishment of the Centre for Health Information in 1996. The Centre has collaborated with Newfoundland and Labrador's health system to ensure quality health information is available for health care, system-wide planning, research, and policy development. The Centre is responsible for the development of financial, statistical, social, demographic, and clinical data standards in the health sector, thereby ensuring that data collected is uniform in definition, measurement, collection, and interpretation. The Centre is also responsible for developing and maintaining health databases on behalf of the Province. The activities that support this are:

Standards Development and Implementation

- participating in national standard setting committees and initiatives,
- interpreting national standards and developing provincial customization, thereby adding value for the Newfoundland and Labrador health environment, and
- working closely with provincial stakeholders on the development and adoption of

national and provincial standards, and supporting implementation through education and consultative services.

Data Quality Initiatives

- managing the provincial database of demographic information associated with the Client Registry¹,
- managing databases on behalf other custodians, including the Department of Health and Community Services,
- evaluating data quality through assessing the accuracy of coding in health records, an activity known as reabstracting, and
- audits and training for the users of the Client Registry.

3.3 Research

The Centre engages in applied health research which is the study into the health of populations, and issues related to access, use, cost, quality, delivery, organizational management, financing, and outcome of health information systems. The Centre uses administrative databases, surveys, focus groups and key informant interviews to conduct this work. The Centre assists the Department of Health and Community Services, Regional Health Authorities, researchers and others in similar research that they undertake. The Centre collaborates with Memorial University, the Patient Research Centre, and other research organizations within the province. The Centre supports others by:

- preparing reports and analyzing data using health databases available to the Centre,
- conducting applied health research independently and in collaboration with clients, and
- performing data linkages for researchers and public bodies.

¹ The Client Registry was formerly known as the Unique Personal Identifier/Client Registry. In 2007 the Client Registry was upgraded to incorporate functionality that makes it superior to the system built in 2000, and for which the term Unique Personal Identifier is not applicable.

4. Primary Clients and Related Expectations

The Centre's primary clients, those that have a claim on the Centre's attention, resources, or services, are the Department of Health and Community Services, and the Regional Health Authorities. The Centre works with, and provides to these clients quality health information to help them meet their information needs. The Centre also provides ongoing support to its clients through the development and management of provincial health information systems.

There are several client groups which are also stakeholders, in that they have a vested interest in the outcomes of the Centre. These organizations are Canada Health Infoway, Canadian Institute for Health Information, Memorial University, Health Canada, Statistics Canada and the regulated health professions. Individuals and specific groups within the public also avail of the Centre's services and will benefit from its outcomes, although usually indirectly.

5. Mandate

The mandate of the Centre for Health Information is stated in the Centre's enabling legislation and a Memorandum of Understanding with the Department of Health and Community Services

Centre for Health Information Act

Section 4, subsection 1 states the object of the Centre is to:

assist individuals, communities, health service providers and policy makers at federal, provincial and regional levels in making informed decisions to enhance the health and well-being of persons in the province by providing a comprehensive province-wide information system that

- (a) protects the confidentiality and security of personal information that is collected, used, disclosed, stored, or disposed of by the centre;
- (b) provides accurate and current information to users of the health and community services system;
- (c) integrates data from all components of the health and community services system;
- (d) is efficient and cost-effective; and
- (e) is flexible and responsive to the changing requirements of users of the system.

Memorandum of Understanding

Working Together... For Better Health Information – A Memorandum of Understanding between the Department of Health and Community Services and the Newfoundland and Labrador Centre for Health Information (June 2002)

- The Memorandum of Understanding is intended to promote effective and efficient working relationships between the Department of Health and Community Services and the Centre.
- The Memorandum assigns primary and shared responsibility to the Centre for several databases of personal information.
- The Centre is granted full authority on behalf of the province to access databases held by the Department of Health and Community Services and the Centre for purposes of research and report production.
- Reports will be provincial in scope, with regional reports done as required.
- The Centre will assist stakeholders, through its consultation services, to utilize and generate reports using data held by stakeholders.
- The Privacy, Confidentiality and Access Principles and Guidelines for the Health Information Network, federal and provincial legislation, policy and standards will govern all data access, use, and release from these databases.
- Public/private/third sector partnerships are endorsed to support common goals.
- The Centre is responsible for providing provincial coordination and leadership regarding technical and data standards for health information systems, working closely with all stakeholders and partners.
- The Centre will collaborate closely with the Department of Health and Community Services to protect the privacy of personal information.

6. Vision

Improved Health through Quality Health Information

7. Values

The following values guide the Board of Directors and the staff of the Centre in their actions:

Empowerment: Each person is empowered within their knowledge and skills to contribute to the goals of the Centre.

Accountability: Each person is accountable for their actions to achieve the goals of the Centre.

Respect: Each person provides opportunities to others to express their opinions in an open and supportive environment.

Collaboration: Each person engages in a positive way with others in conducting the work of the Centre.

Flexibility: Each person is open to the suggestions of others and recognizes the different perspectives of board members, staff, clients and stakeholders.

Privacy: Each person ensures all actions provide the greatest protection for personal information under the custodianship or management of the Centre.

Transparency: Each person is open about the actions taken in the work of the Centre and the decision-making process in support of these actions.

Excellence: Each person uses his or her knowledge and skills to strive for the best outcome in the actions taken in their work for the Centre.

8. Mission Statement

The Centre is responsible for the development of a confidential and secure Health Information Network which will serve as the foundation for the provincial Electronic Health Record. Through the support of the provincial government and Canada Health Infoway, Inc. the Centre has been recognized for its contribution to the national agenda for development of the Electronic Health Record. The Centre is also responsible for the appropriate use of quality health data to support improvements in the health system.

By March 31, 2011, the Centre for Health Information will have **implemented the priority elements of the Electronic Health Record and supported the planning and implementation of other new or improved provincial health information systems, improved the quality of data** held by the Centre, and **expanded health research capacity** at the Centre to contribute to the improved health of the people of Newfoundland and Labrador

Measure 1

Designed, developed and implemented priority elements of the Electronic Health Record

Indicators

- Implemented the Pharmacy Network
 - All community pharmacies are connected
 - All hospital pharmacies are connected
 - E-prescribing functionality is available to authorized prescribers
- Implemented the funded components of a provincial Laboratory Information System
 - Information from the Laboratory Information System is available to authorized users
- Incorporated the necessary functionality in the Health Information Access Layer to allow approved provincial health information systems to become part of the Electronic Health Record
- Expanded use of Electronic Medical Records (EMRs) by physicians in accordance with an approved strategic plan
 - An EMR governance model is adopted
 - Physicians offices employ an EMR
- Implemented the funded components of the provincial Telehealth strategy for delivery of services and management of chronic diseases in conjunction with the priorities of the Regional Health Authorities

Measure 2

Supported the Department of Health and Community Services and the Regional Health Authorities in the planning, development and implementation or upgrading of provincial health information systems.

Indicators

- Participated in and supported provincial and Regional Health Authority committees related to all provincial health information systems

- Participated in and supported provincial and Regional Health Authority discussions on the future directions of the Client and Referral Management System
- Participated in and supported provincial discussion on the future directions of Panorama, the public health surveillance system
- Undertook communications activities to promote the role of the Centre for Health Information in supporting provincial and regional health information systems development and operations activities

Measure 3

Designed and implemented a data quality framework that supports the continuous improvement in the data quality of provincial health information databases.

Indicators

- Developed a corporate Data Quality Framework used to evaluate and assess the quality of health information databases
- Determined the process to adapt the corporate Data Quality Framework to other databases

Measure 4

Expanded health research capacity

Indicators

- Increased number of full-time research staff
- Increased number of staff who have PhD's
- Completed and implemented a research plan that identifies research themes, priorities, partners and resources
- Identified applied and other health research projects
- Completed research projects
- Reported annually on the results of the research plan

10. Goals and Objectives

Provincial health information systems are an essential tool for supporting and improving accountability in the health system through improved quality health information available for healthcare, system and program planning, and health research.

Issue 1: Provincial Health Information Systems

Goal

By March 31, 2011, the Centre for Health Information will have **implemented the priority elements of the provincial health information systems** with a focus on the Newfoundland and Labrador Electronic Health Record priorities.

Measure

Implemented the priority components of the Electronic Health Record and supported the planning and implementation of other provincial health information systems.

Indicators

- Approved and updated as required, a strategic plan for provincial health information system development and operations management
- Transitioned the interoperable Newfoundland and Labrador Electronic Health Record to an operational state
- Ensured benefits evaluations reports are prepared for each provincial health information system development

Year One Objective

By March 31, 2009, the Centre for Health Information has an updated strategic plan for implementing the priority components of the Electronic Health Record

Measure

Identified opportunities for expanding or planning for development of other provincial health information systems

Indicators

- Developed and received approval from the board of directors for the strategic plan for health information systems
- Ensured the plan includes a strong emphasis on
 - The privacy and security of health information systems
 - Change management strategies to ensure adoption by users
- Established development priorities for provincial health information systems
 - Prioritized Electronic Health Records systems projects
 - Identified other health information systems
- Approved funding is in place
 - Identified Infoway funding commitments and opportunities
 - Identified provincial and other funding commitments and opportunities
- Prepared quarterly reports for the board of directors

Year Two Objective

By March 31, 2010, the Centre for Health Information has applied and reported on the Electronic Health Record Evaluation Framework on identified Electronic Health Record systems implementation and other health information systems initiatives.

Year Three Objective

By March 31, 2011, the Centre for Health Information has an interoperable Electronic Health Record.

Issue 2: Data Quality

As the Centre for Health Information becomes the custodian of more databases of personal health information its role in supporting evidence-based decision-making through assessing data quality becomes more important. Data quality is defined as having five attributes: accuracy, timeliness, usefulness, comparability, and relevance.

Goal

By March 31, 2011 the Centre for Health Information will have developed and **implemented a corporate data quality program** for key databases of which it is the custodian.

Measure

Implemented a corporate data quality framework to assess the quality of databases at the Centre for Health Information's databases

Indicators

- Developed a data quality framework
- Reported regularly to the board of directors on the quality of data in the Centre for Health Information's databases

Year One Objective

By March 31, 2009, the Centre for Health Information has developed the conceptual model of a data quality framework and identified the databases to be included in that framework.

Measure

Developed the conceptual model of a data quality framework

Indicators

- Identified and documented the databases to be included in that framework
- Developed a draft conceptual model
- Stakeholder consultations have been completed

Year Two Objective

By March 31, 2010, the Centre for Health Information has identified the components of a data quality framework, the indicators and the measures for each database covered by the framework.

Year Three Objective

By March 31, 2011, the Centre for Health Information has implemented the Data Quality Framework.

Issue 3: Health Research Plan

The Centre for Health Information plays an increasingly important role in applied health research which contributes to evidenced-based planning in the health system. The Centre needs to have in place a strategy to continue its role, particularly in light of new data available from the Electronic Health Record.

Goal

By March 31, 2011 the Centre for Health Information will have **developed, approved and implemented a comprehensive health research plan** that supports the use of quality information that can lead to improved health and health policy.

Measure

A comprehensive health research plan is implemented by the Centre for Health Information's Board of Directors

Indicators

- Developed a research plan with input from key stakeholders
- Approved research plan
- Implemented research activities in line with the plan

Year One Objective

By March 31, 2009, the Centre for Health Information has developed a research plan that incorporates feedback from key stakeholders

Measure

Completed research plan

Indicators

- Developed a preliminary framework for a health research plan
- Developed a stakeholder consultation plan
- Organized stakeholder consultations (internal and external)
- Completed consultations
- Developed a research plan that incorporated broad stakeholder feedback

Year Two Objective

By March 31, 2010, the Centre for Health Information has approved a health research plan.

Year Three Objective

By March 31, 2011, the Centre for Health Information has implemented approved elements of the health research plan.

Issue 4: Organizational Planning

The Board recognizes that strong planning and monitoring is necessary to achieve its Mission Statement. .

Goal

By March 31, 2011, the Centre for Health Information will have **reported on the effectiveness of its organization** that includes a financial plan, a human resources plan, and an operational plan that supports the management of provincial health information systems operations under its jurisdiction.

Measure

Used an appropriate reporting mechanism

Indicators

- Determined the appropriate reporting mechanism
- Approved a three-year financial plan
- Approved a three year human resource plan
- Approved the EHR operational plan
- Approved a revenue-generating strategy for the Centre for Health Information

Year One Objective

By March 31, 2009, the Centre for Health Information has an improved operational reporting mechanism in place for reporting to the Board and the Department of Health and Community Services

Measure

The Board of Directors has approved three-year financial, human resources and health information systems operation plans.

Indicators

- Implemented the Electronic Health Record governance model
- Developed a reporting mechanism, such as a balanced score card
- Developed health information systems operation plans, including funding of each approved EHR systems development project
- A three-year financial plan is developed
- A human resources plan is developed
- Developed an internal communications plan and implemented appropriate communications activities
- Submitted an annual report is to the Minister of Health and Community Services

Year Two Objective

By March 31, 2010, the Centre for Health Information has implemented the reporting mechanism format for all its operations and approved a business development plan for revenue generation.

Year Three Objective

By March 31, 2011, the Centre for Health Information has implemented and reported on the effectiveness of its organization plan.

Issue 5: Communications

The Newfoundland and Labrador Centre for Health Information provides significant health, economic, and financial benefits to the province, and support to health professionals, which the Centre needs to communicate to its clients and stakeholders. The Centre's accountability to the public includes making reasonable efforts to increase awareness of the value of its work.

Goal 5

By March 31, 2011, the Centre for Health Information will be **recognized among stakeholders, researchers and the public for its role** in promoting and using quality health information.

Measure

An increased awareness by stakeholders and the public of the Centre's role in providing quality health information

Indicators

- Annual monitoring of stakeholders awareness and understanding of the Centre for Health Information mission and activities
- Appropriate changes made to the Centre's strategies and plan based on this monitoring

Year One Objective

By March 31, 2009, the Centre for Health Information has developed and executed its strategic directions for creating awareness among the public and stakeholders of the Centre's role in promoting and using quality information.

Measure

Executed communication activities

Indicators

- Developed communications strategic directions
- Developed annual communications priorities
- Developed and undertook public opinion polls
- Prepared and undertook key informant interviews
- Participated in and monitored stakeholders consultations
- Developed monitoring reports
- Issued public releases and engaged in other public relations activities
- Submitted quarterly reports to the board of directors

Year Two Objective

By March 31, 2010, the Centre for Health Information has executed key strategic communications initiatives with respect to the data quality framework and health research plans.

Year Three Objective

By March 31, 2011, the Centre for Health Information reported on the effectiveness of its role in the provincial health information systems development and operations, data quality and health research through its communications plan and activities.

Appendix A Department of Health and Community Services Strategic Directions

Strategic Direction	Focus Areas of Strategic Direction	Addressed only in specific sub-areas	Addressed in the Business Plan	
Improve accountability and stability in the delivery of health and community services within available resources	Identify and monitor outcomes for selected programs	Provincial Health Information Systems	X	This is addressed in the Mission Statement and Goal 1.
	Stabilize human resources	Develop of EHR operations plan	X	This is addressed in the Mission Statement and Goal 1.
	Achievement of balanced budgets		X	This is addressed in Goal 4.
	Quality Management and Patient Safety	Development of a comprehensive health research plan and a data quality framework	X	This is addressed in Goals 2 and 3

To be addressed in the operational and workplans

Strategic Direction	Focus Areas of the Strategic Direction	This direction is/was				
		Not being implemented at this time (rationale included in the plan)	Addressed only in specific sub-areas (rationale included in the plan)	Addressed in the:		
				Business plan	Operational plan	Branch/divisional workplans
Improve population health	Obesity					X
	Smoking rates and protection from environmental smoke					X
	Dental health of children					X
	Uptake of cervical screening					X

	Uptake of flu vaccine of seniors and health care providers	No data presently available				
	Support for healthy aging					X
	Injury prevention					X
	Aboriginal health needs					X
Strengthen public health capacity	Reorganize the provincial public health structure					
	Resource for public health including fiscal and human resources					X
	Surveillance for communicable disease				X	
	All hazards emergency preparedness in the HCS system	Not part of mandate				
	Immunization management including vaccine inventory control and immunization registry					X
	Environmental health policy	Not part of mandate				
Priority services	Access to appropriate primary health services				X	
	Home care services in the areas of end of life care, acute short term community mental health case managements					X

	hort term post discharge IV medications and wound management					
	Options to support choices on individuals in need of long term and supportive services	Not part of mandate				
	Access to quality early learning and child care					X
	Access to appropriate medications				X	