

Voluntary Integration of Hospital Information System and Services: Ontario Shores, Waypoint Centre, and The Royal Ottawa Health Care Group

Central East LHIN Board of Directors

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Overview

- Background of the Voluntary Integration
- Overview of the Voluntary Integration
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- Voluntary Integration – LHIN Decision-Making
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Background of the Voluntary Integration

Initial Voluntary Integration (2014)

- In fall 2014, **Ontario Shores Centre for Mental Health Sciences** (“Ontario Shores,” a Central East LHIN-based health service provider) and **Waypoint Centre for Mental Health Care** (“Waypoint,” a North Simcoe Muskoka LHIN-based health service provider) approached their respective LHINs with a proposed voluntary integration.
- Ontario Shores and Waypoint are specialty mental health service providers and serve the same type of patient population in their respective geographies.
- In December 2014, Ontario Shores and Waypoint were approved to voluntarily integrate their Meditech **Hospital Information System (HIS) and Electronic Medical Record (EMR)**.
- The integration included the outsourcing by Ontario Shores to Waypoint of its Meditech-related application support and clinical informatics, IT staff, and non-Meditech infrastructure and operating costs.

Background of the Voluntary Integration (Cont'd)

Initial Voluntary Integration (2014)

- In the **immediate and short-term**, the voluntary integration aimed to make use of a common technology and nomenclature, to standardize processes, and to contribute to each organization's cost effectiveness and efficiency.
- In the **medium- and longer-term**, the voluntary integration aimed to improve mental health patient outcomes in the long-term, while supporting continued collaboration, the development and implementation of best practices and evidence-based care, and the use of common clinical standards.
- As a result of the initial voluntary integration, which put Ontario Shores and Waypoint on the same Meditech 6.1.4 platform, both organizations have upgraded to the more advanced 6.15 platform, with Waypoint going-live in May 2017.
- As of 2017, **Ontario Shores** is one of only two Ontario hospitals with a **Healthcare Information and Management Systems Society (HIMMS) Stage 7 designation** (which is the highest possible = a paperless environment), and **Waypoint** is one of only seven Ontario hospitals with a **HIMMS Stage 6 designation**.

Overview of the Voluntary Integration

- Given the success of the initial integration between Ontario Shores and Waypoint, **The Royal Ottawa Health Care Group** (“The Royal, a Champlain LHIN-based health service provider) **recently identified joining this HIS cluster** as one of its options for evolving its own HIS systems.
- Like Ontario Shores and Waypoint, The Royal is a specialty mental health service provider.
- Based on a detailed analysis of its partnership options, and working in alignment with the expectations expressed in the Ministry of Health and Long-Term Care’s “Hospital Information System Renewal: HIS Clustering Guidebook for Hospitals & LHINs” (January 2017), The Royal elected to join the Ontario Shores/Waypoint HIS cluster.
- At its July 11, 2017, meeting, **the provincial HIS Renewal Advisory Panel endorsed the mental health speciality hospital cluster** of Ontario Shores, Waypoint, and The Royal.
- Between July and October 2017, staff of the three organizations worked to secure the approval of their respective Board for the proposed voluntary integration.

Overview of the Voluntary Integration (Cont'd)

- In late September/early October 2017, each of the hospitals had advised their respective LHINs of their HIS plans.
- Staff from all three LHINs agreed to treat the hospitals' requests as a single voluntary integration and to work closely with one another to ensure a consistency of recommendations to each LHIN Board for decision within the same time frame.
- LHIN staff planned their work in relation to the expectation that the Central East and Champlain LHIN Boards of Directors would meet on November 22, 2017, and the North Simcoe Muskoka LHIN Board of Directors would meet on November 27, 2017.
- LHIN staff communicated the expectation of receiving the same set of consistent documentation from each hospital.
- All three LHINs received final, updated documentation from their respective hospitals on November 1, 2017.

Overview of the Voluntary Integration (Cont'd)

- The proposed integration to include The Royal is limited to the EMR infrastructure and related application support, and clinical informatics.
- The Royal recently implemented Meditech 5.6, so its involvement in the proposed voluntary integration will serve specifically to accelerate its upgraded Meditech implementation.
- The expansion of the HIS cluster is superior to the alternative of operating the existing Ontario Shores/Waypoint partnership and upgrading The Royal on a standalone basis.
- In addition to saving more than \$7M overall by opting for an expanded HIS cluster between 2017/18 and 2027/28, the integration saves each participant money.

Cost Element	Ontario Shores	Waypoint	The Royal	Total
Total Costs of Operating the Existing Ontario Shores/Waypoint HIS Cluster and The Royal Upgrading By Itself	\$21.6M	\$22.1M	\$34.0M	\$77.7M
Total Costs of Operating An Expanded HIS Cluster	\$19.1M	\$19.9M	\$31.0M	\$69.9M
Difference	\$2.5M	\$2.2M	\$3.0M	\$7.7M*

* Numbers may not add due to rounding.

Overview of the Voluntary Integration (Cont'd)

- In addition to cost savings, the key benefits include:
 - Clinical opportunities to improve patient outcomes and support collaboration in developing and implementing best practices, evidence-based care and common clinical standards.
 - Enhanced opportunities to collaborate on and support mental health research aimed at improving patient care and enhancing best practices.
 - Use of common technology, nomenclature and standardized processes.
 - Cost efficiency and system (practice and operational) efficiency.
- The identified benefits will have no immediate impact on the public and patients.
 - Benefits to these groups are only expected to become evident through time as the standardization of clinical nomenclature, data, data sets, databases, screens, interventions, processes, reporting, and research opportunities occurs.

Assessing the Impact of Integration Opportunities

- In December 2016, the LHIN CEO Council approved the “LHIN Framework for Assessing the Impact of Integration Activities.”
- The Framework includes a three-dimensional model for assessing the impact of integrations relative to three domains:
 - Domain 1: Persons and Populations
 - Domain 2: Service Providers
 - Domain 3: System Dynamics
- Ontario Shores, Waypoint, and The Royal are completing their Project Charter, which will include the identification of indicators that will support subsequent reporting of the impact of the integration, if it is supported by all three LHIN Boards.

Voluntary Integration – LHIN Decision-Making

Component	Status
Compliance with Voluntary Integration Guidelines / Legislation	
Transmittal Letter	Received
Approved by Ontario Shores, Waypoint and The Royal Boards	Received
Business Case	Received
Project Charter	Under development
Audited Financial Statement(s)	Available for all three hospitals
Community Engagement	
Has the Proponent(s) provided evidence of stakeholder consultation?	Yes
Has the Proponent(s) completed a stakeholder analysis?	Yes
Alignment with LHIN Strategic Directions	
Transformational Leadership, Quality and Safety, Service and System Integration, and Fiscal Responsibility	Yes
Alignment with LHIN IHSP Overarching Goal	
Living Healthier at Home – Advancing integrated systems of care to help Central East LHIN residents live healthier at home	Yes – low impact

Voluntary Integration – LHIN Decision-Making (Cont'd)

Component	Status
Financial / Service Impacts	
Net Financial Impact	Projected Savings
Service Level Changes	No change
Full-Time Equivalent (FTE) Employee Impact	No impact
Efficiency Gain	Advances clinical and operational standardization
Alignment with LHIN Decision-Making Framework	
Focus on Population Health, Equity, Efficiency, Access, Effective, Safe, Integrated	Yes
LHIN Framework for Assessing the Impact of Integration	
Impact on Persons and Populations; Service Providers; System Dynamics	Under development
Hospital Information System Renewal HIS Clustering Guidebook for Hospitals & LHINs	
Conforms to provincial expectations of HIS clusters and expansions	Yes

Recommendations

- Staff recommend that the Board of Directors of the Central East LHIN not issue a decision to stop the voluntary integration of the Meditech HIS and services between Ontario Shores, Waypoint, and The Royal in accordance with Section 27, (6) of the Local Health System Integration Act, 2006.
- Staff further recommend the Board of Directors require Ontario Shores, acting on behalf of its integration proponents, to complete the identification of indicators that would support subsequent reporting of the impact of the integration, consistent with the LHIN Framework for Assessing the Impact of Integration Activities, by the end of the 4th Quarter of 2017/18.

Questions?

Motions

WHEREAS the Local Health System Integration Act, 2006 (the “Act”), section 27. (1), allows for health service providers to integrate services with those of another person or entity; and

WHEREAS Section 27(3) (a) of the Act requires a health service provider to give notice to a LHIN of any integration that relates to services that are funded, in whole or in part, by the LHIN; and

WHEREAS The Board of Directors of the Ontario Shores Centre for Mental Health Sciences, Waypoint Centre for Mental Health Care, and The Royal Ottawa Health Care Group have endorsed the Voluntary Integration of Hospital Information Systems between Ontario Shores, Waypoint, and The Royal;

Motions (Cont'd)

BE IT RESOLVED that the Central East Local Health Integration Network Board of Directors will receive the Notice of Intended Integration under Section 27 of the Local Health System Integration Act between Ontario Shores Centre for Mental Health Sciences, Waypoint Centre for Mental Health Care, and The Royal Ottawa Health Care Group, and will not issue a decision that will stop this integration.

BE IT FURTHER RESOLVED that the Central East Local Health Integration Network Board of Directors requires Ontario Shores Centre for Mental Health Sciences to complete the development of indicators that would support subsequent reporting of the impact of the integration, consistent with the LHIN Framework for Assessing the Impact of Integration Activities, by the end of the 4th Quarter of 2017/18.