District Health Authorities of South Western Nova Scotia
Annapolis Valley District Health Authority
South Shore District Health Authority
South West Nova District Health Authority

Information Systems Strategic Plan 2005 - 2009

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Table of Contents

1　Summary

The information systems strategic plan outlines possible strategic directions for computerized information systems and summarizes current initiatives. The plan encompasses the three district health authorities Annapolis Valley, South Shore and South West Nova as well as the shared services amongst the districts for the years 2004 – 2009.

The process undertaken gathered information through discussions with department managers and representatives. More than 90 people in over 35 different areas across the 3 districts from May to August 2004 were interviewed. The information gathered was put together under three main areas Clinical, Administrative and infrastructure initiatives.

The Clinical and administrative initiatives were further grouped into themes as follows. The clinical themes were Hospital Information Systems, Charting, Case Management and Service Scheduling as well as Clinical Equipment and Automation. The Administrative themes were Document Management and Reference Information, Human resources information systems as well as Administration and Analytical systems.

The Meditech Nova Scotia Hospital Information System projects as well as the Finance and Materials Management SAP project along with other provincial initiatives are fundamental drivers in the strategic plan. Elements such as infrastructure building blocks, document management and bridging the gaps until SAP is implemented are key initiatives within the districts.

The initiatives outlined in this document are one possible direction for the information systems to take in the next few years. A standard methodology for project management and a targeted approach to training and work flow process change will help with information systems projects in the future.

2　Introduction

.2.1.1.1　Overview

The Information Systems Strategic plan is a high level plan that serves as a summary of the current and future initiatives for information systems within the three district health authorities of south western Nova Scotia. This plan covers information processes and flow related to computer systems rather than manual systems and will contribute to the Information Management Strategic plan.

The main source for compiling the plan involved a process of interviewing the department managers and representatives throughout the districts, gathering current and potential initiatives. Other sources included internal documents as well as department of health representatives and documentation.

The fundamental strategy is to follow the provincial initiatives for information systems and to encourage provincial solutions to the gaps in these initiatives. There are provincial and national initiatives as well as those shared between the districts and those specific to districts.

The time lines are high level estimations. Detailed implementation plans will follow as the initiatives are approved and become projects.

The plan project initiatives have been divided as follows:

- **Clinical initiatives**: including Hospital Information Systems; Charting; Case Management, Service scheduling and Community Health; as well as Clinical Equipment and Automation.

- **Administrative initiatives**: including Document Management and reference information; Human Resources Information Systems; as well as administrative and Analytical Systems.

- **Infrastructure:** These projects include the building blocks of the computer/network system infrastructure that supports the applications and initiatives.

- **External Organization Projects:** These programs and projects are driven and managed by organizations external to the Districts. These initiatives may require systems support from the districts and may spawn other projects.

.2.1.1.2   *Purpose*

The purpose of the information systems strategic plan is to provide a summary of the current and future initiatives for the next three to five years that support the Missions, Visions and Values of the three districts (Appendix 3) and follows their strategic directions (Appendix 4):

- Healthier People and Communities Through Partnering and learning
- Ensuring the delivery of patient and client centred health services
- Skilled people working in healthy workplaces equipped with appropriate resources
- Maximize the potential of our People
- Strengthen relationships with key stakeholders
- Facilitate an integrated approach to primary health care.
- Enhance communication and consultation.
- Ensure safe delivery of patient & client-centered health services

.2.1.1.3   *Departmental Areas*

The process of interviewing area representatives covered more than 90 people throughout the three districts including the following areas.

Risk Management	SPD
Infection Control	Lab
Nursing	Pharmacy
OR/Day Surgery	Diagnostic Imaging
Emergency/ambulatory	Rehabilitation
Maternal Child	Respiratory
Medical Unit	Palliative Care
Oncology	Primary Care
ICU	Mental Health

Social Work	Public Health
Food and Nutrition	Human Resources
Plant Engineering	Clinical Engineering
Environmental Services	Material Management
Health Records	Information Services
Site Administration	Finance
Addiction Services	

Section 6 Appendix I, List of Area Representatives shows a detailed list of the representatives.

3   Process Outline

The steps of the process undertaken to gather and aggregate the information for the strategic plan are as follows:

1.   Present the project and identify the area representatives.

SW: The project was presented to the executive team and the list of areas and directors was validated. Subsequently the directors were consulted and the area representatives identified they are listed in section 8.2 South West Nova District Health Authority, Area Representatives.

AV: The project was presented to the Acute care portfolio group, the Operations portfolio group and the Community health portfolio group. The Acute care discussion groups were identified by Edith Menzies and Margie Jenkins. The area representatives for the operations and community health were identified at the portfolio meetings. The area representatives are listed in section 8.1 Annapolis Valley District Health Authority, Area Representatives.

SS: The project was presented to the executive and the area representatives were subsequently identified. The area representatives are listed in section 8.3 South Shore District Health authority Area representatives.

SHARED: The shared area representatives were identified by the directors of the areas and are listed in the section 8.4 Shared Services Area Representatives.

2.   Introduce the project to all the area representatives through email, and schedule some of their time to meet and collect the information.

3.   Meet with the area representatives either on the phone or in person and collect information regarding the following questions

- Current systems in use in the area,

- Current projects in progress related to information systems affecting the area,

- Potential projects not yet started relating to information systems.

- Future vision of information systems in the area and

- opportunities for improvement

The notes from the discussions with the area representatives were recorded in a template (Appendix 2 Notes Template) and emailed to the area representative for validation. The templates were then updated with any additions or modifications.

4. Schedule and scope of information for the major department of health initiatives were gathered and are included in the project plan section of this report.

5. Common themes and initiatives were identified from the notes and discussions. The Current Projects and the Potential Projects were collected together in theme categories and presented in the accompanying document "IS Strategy Projects 2004.xls". The future vision statements from the representatives were aggregated and categorized and are presented in the accompanying document "IS strategy Themes and Topics 2004.xls" .

6. The Strategic plan was constructed from this information and represents a list of projects and initiatives against a timeline where that information is established.

4   Projects and Direction

This section categorizes, describes and lists the current and future initiatives for the three districts. The district specific projects and initiatives are identified in the project list tables. The projects and initiatives that cross the three districts are divided into three sections in the project list tables as follows:

- **Targeted and Scheduled**: These projects have been approved and have a stated completion date with a planned out schedule.

- **Targeted and not yet scheduled**: These projects are identified and targeted as a strategic direction. They may or may not be completely through the approval process and do not have a stated completion date or a schedule.

- **Important not yet scheduled**: These projects are important and to be considered for a targeted strategic direction but are not planned or scheduled at this point.

The table below is a high level timeline of the major projects. For a time line with more detailed projects refer to the accompanying document "IS Strategy Project Time Line 2004.xls".

		04	2005		2006		2007		2008		2009	
		2	1	2	1	2	1	2	1	2	1	2
Administrative	Document Management											
	HRIS /SAP gap Strategy											
	SAP HRIS											
	ORMED / SAP gap Strategy											
	Payroll / SAP gap Strategy											
	SAP Materials and Finance											
Infrastructure	PC Rollover											
	Server Rollover											
	MFU Rollover											
	Migrate to one Network OS											
	Internet / Intranet											
	Storage Area Network											
	Remote Support											
	Wireless infrastructure											
	Telephone Switches											

		04	2005		2006		2007		2008		2009	
		2	1	2	1	2	1	2	1	2	1	2
Clinical Direction	SS Meditech Admitting	▬										
	SS Meditech Billing	▬										
	SS Meditech Pharmacy	▬										
	SS Meditehch Order Entry	▬										
	SS Meditech Imaging	▬										
	SS Meditech Laboratory	▬										
	SS Meditech Patient Scheduling											
	SS Meditech Patient Care											
	AV Meditech Admitting		▬									
	AV Meditech Billing		▬									
	AV Meditech Pharmacy		▬									
	AV Meditehc Order Entry			▬								
	AV Meditech Imaging			▬								
	AV Meditech Laboratory			▬								
	AV Meditech Patient Scheduling											
	AV Meditech Patient Care											
	SW Meditech Admitting			▬								
	SW Meditech Billing			▬								
	SW Meditech Pharmacy			▬								
	SW Meditech Order Entry				▬							
	SW Meditech Imaging				▬							
	SW Meditech Laboratory				▬							
	SW Meditech Patient Scheduling											
	SW Meditech Patient Care											
	Food And Nutrtion System											
	Operating Room Information System											
	Cardiac Information system											
	Emergency Dept Information System											
	Public Health Information System											
	Stat IS Replacement /Addictions											
	Voice Recognition											
	Provincial PACS archive	▬										
	PACS Equipment											
	Pharmacy Automation											

.4.1 Clinical

.4.1.1 Hospital information Systems

The general strategy is to follow the provincial initiatives for Hospital information systems and to encourage provincial solutions for the gaps in these initiatives. The strategy is to use the Meditech software as the primary solution and venture elsewhere only when Meditech does not meet the needs.

The systems should be integrated in a manner that reduces and eliminates where possible duplicate information. The systems should also feed statistical information into a common interface for analysis and reporting.

Over the next few years, forward movement is expected in the following directions:

- Electronically register and track all patients' visits

- Implement the Meditech systems according to the provincial plan.

- Research and encourage a provincial plan for a Food and Nutrition system, a cardiac information system, an operating room information system, and an Emergency Department Information System.

- Expand the electronic incident reporting. Incorporate Medical Root Cause analysis Software, expand infection control systems. Expand electronic Medication Administration Record.

.4.1.1.1 Project List.

	Project	Description
Targeted and Scheduled	NShIS Meditech ADT	Admitting
	NShIS Meditech BAR	Billing and Accounts Receivable:
	NShIS Meditech Pharmacy	Pharmacy
	NShIS Meditech OE/EMR	Order Entry & Electronic Medical Record
	NShIS Meditech ITS	Imaging and Therapeutic Services
	NShIS Meditech LAB	Lab General Microbiology Blood Bank and Pathology
	NShIS Meditech CWS	Community Wide Scheduling
Targeted Not Yet Scheduled	NShIS Rollout to Physician Offices:	This project implements the technology and process for physicians to access their patients clinical information from outside the hospital network.
	Food and Nutrition System:.	Provincial project to acquire a food and nutrition system and integrate it with the Meditech system
Important Not Yet Targeted	Operating Room Information System (ORIS)	This project would be a replacement for the Current OR scheduling software used and would extend into providing electronic pick lists for SPD and sterilization history. Some discussion is about QEII replacing their OR scheduling system and making that into a provincial initiative.

	Project	Description
	Emergency Department Information System (EDIS)	This project would be to extend the Meditech system with a full emergency department Information system.
AVDHA District Specific Projects	Register Ambulatory Care Patients	Project to register all ambulatory care patients.
	OBS Outpatient reporting	Project for specific reporting for outpatient OBS from Britech OPREG
	Export Britech LIS to Practimax	Project to export current and historical LAB results for specific Physicians' patients. (For trending)
	Britech Print Engine	Project to implement a print engine that can distribute lab reports through faxes to physicians' offices.
SSDHA District Specific Projects	Electronic MAR Through Meditech Software	Project to use the Meditech system to provide an Electronic Medication Administration Record
	Wescom ICOA	Project to implement and use the Wescom Infection Control and Outbreak Administrator (ICOA)
	Infection Control Information in Meditech	Project to incorporate the infection control process and information into the Meditech system and processes
SWNDHA District Specific Projects	Patient Digital Photo system	Project to implement a process and system to manage printing/ viewing / Archiving and recording Digital Photos and Videos for both patient record information and for patient training.
	Expand the use of Wescom ICOA	Project to expand the use of the Wescom infection control system throughout the district.
	Cleanup of Current CPI	Project to clean up the Central Patient Index in preparation for the NShIS Medtech implementation
	Britech Print Engine for Lab results	Project to implement the print engine to manage the destination printing and faxing of lab reports
	Access to LAB information online for ICU	Project to provide online access to LAB results for the ICU

.4.1.2 Charting

The general view is to move towards electronic charting as much as possible without undue disruption of the workflow. The challenge is the interface for the collection of the information, primarily the data input and wireless infrastructure required. The electronic elements of the chart would provide simultaneous access to the information from many locations.

Over the next few years, forward movement is expected in the following directions:

- Expand the use of voice recognition technology

- Link all electronic elements of the patient information into a common medical record within the Meditech software.

- Electronically store clear repetitive elements of the charting information such as the Respiratory flow sheets to be used for analysis throughout the patient's care.

- The integration into Meditech of specialized charting software such as that proposed for a new dialysis machine.

.4.1.2.1 Project List

	Project	Description
Targeted and Scheduled	Interface from RCP to 3M:	This project is building an interface which transfers Reproductive Care abstracting into the 3M system.
Targeted Not Yet Scheduled	NShIS Patient Care System (PCS):	This project defines a strategy for using the Meditech Patient Care module and implements it into all districts.
	NACRS:	National Ambulatory Care Reporting System , a program to expand the abstracting into the ambulatory care patients
AVDHA District Specific Projects	Digital Dictation for Radiologist	Expand the use of the dictation system
	Digital Dictation in Mental Health	Implement systems in SMH for Admin and Mental Health Clinic and 2 in VRH Adult and Child mental health clinics.
SWNDHA District Specific Projects	Target Surveillance Study	This study to take place from Oct – Dec 2004 may need some help from Information Systems.
	Study on all Patients with a Foley Catheter	Collection of this data may spawn the need for some projects related to information systems
	Dictaphone system in Rehabilitation	Implement the Dictaphone system in Rehabilitation
	Integrate Dictaphone with PACS	This project is to link the Dictaphone with the PACS system more closely to eliminate the need to scan a barcode to transfer the demographic information.

.4.1.3   **Case Management, Service Scheduling and Community Health**

The strategy for community patients visited outside the facilities is to implement and use the provincial systems and look to Meditech if there is no provincial system. The strategy for outpatients is to schedule and record charting information for all patient visits to all services in district facilities using the Meditech software.

The following directions are considered within the next few years

- Deploy and use the Public Health Information System.

- Implement the replacement to the Stat IS system for Addiction Services

- Expand the implementation of the Physician Office electronic patient record systems.

- Incorporate outpatient care plans into the Meditech System including ordering tests and scheduling visits. Record the charting information for these plans in the Meditech system.

.4.1.3.1   Project List

	Project	Description
Targeted and Scheduled	**i-PHIS**:	Public Health Information System project to implement the systems adopted by The Canadian Integrated Public Health Surveillance program for Public Health Case Management and to provide information for making decisions.(Q1 05)
Targeted Not Yet Scheduled	Stat IS Replacement	Project to implement a Provincial Web-based system to replace StatIS. Functionality includes Intake and Referral, Admission, Treatment and program Tracking, Waitlist, Discharge
	Physician Office Electronic Patient record system:	This project is a provincial initiative funded through the primary care transition fund. The system tracks and records the physicians' patients' information and provides office management functionality
AVDHA District Specific Projects	Computerized Booking system for Mental Health	Project to implement a system to manage intakes and initial assessments. Pilot to start in 2004 (Child Services)
	Practimax System for Cardiac Investigation	Project to implement the Practimax System in the Cardiac Investigation Unit.
	Office management system in AHC collaborative clinic	Project to implement the system chosen for the Physician Office Electronic Patient Record System in the Annapolis Health Center collaborative clinic
	Patient exercise program for Physio	Project to acquire and use software to build exercise programs for patients.
SWNDHA District Specific Projects	Community Resource Directories	Project to electronically store resource contact information and provide Web access to it.
	Diabetes Care program Registry in SWNDHA	Project to expand the use of the Diabetes Care program registry into SWNDHA.

.4.1.4 Clinical Equipment and Automation

The general direction is to support the implementation and integration of clinical equipment with the information systems. For example the direction should be to ensure that Diagnostic Imaging equipment purchased is compatible with the existing PACS and Meditech infrastructure.

The following directions are considered within the next few years

- Update Diagnostic Imaging equipment to digital and integrate with PACS and follow the Provincial PACS implementation plan

- Pharmacy Automation (Unit Dose Machines, Robotics)

- Wandering Patient detection and nurse call systems

- ECG information connected to a Cardiac Information system integrated with Meditech

- PACS display equipment where needed.

.4.1.4.1 Project List

	Project	Description
Targeted and Scheduled	Provincial PACS:	Provincial infrastructure for Archiving Diagnostic Images at a central data area in Halifax.
AVDHA District Specific Projects	AHC upgrade equipment to digital	This project is to upgrade the equipment for integration with PACS in the Annapolis Health Centre
	Sleep Lab System	Acquire and implement a sleep lab system at SSRH. The system will need connection to the network and backup processes put in place.
	Expand PACS in SSDHA	This project is to expand the PACS system throughout the South Shore District.
	Unit Dose system for SSRH	A proposal has been compiled for a unit dose system to be implemented in South Shore Regional.
SWNDHA District Specific Projects	Convert mammography equipment to digital / PACS	Project to upgrade the mammography equipment to digital and integrate it with the PACS system.
	Diagnostic Reporting System (DRS)	Project for replacement of DMS.
	Expansion of PACS to DGH	Project to implement PACS equipment and systems into DGH
	Home Blood Pressure Monitoring	Project to provide home blood pressure monitoring equipment and tools to collect and manage the information.
	Home respiratory study project	Project to provide machines (such as Stardust and Remmers) for home studies and corresponding tools for managing the information.
	Upgrade Dialysis Machines	This project upgrades the dialysis machines and implements charting software that could be interfaced to Meditech.

.4.2   Administrative

.4.2.1   Document Management and Reference information

The consensus is to pursue a strategy to organize online research and reference material and implement processes, tools and infrastructures that manage electronic documents. The audience for this documentation would include specific patient situations, the community and the district staff.

The following directions are being targeted and considered within the next few years

- Implement an electronic document management system that facilitates the standardization, development, review, approval, publication, training, update, archival and retention of documents.

- Manage Document masters electronically and manage hardcopy versions appropriately for increased access and backup reference.

- Define, plan and implement an infrastructure and process for Intranet/Internet access and content.

- Expand through the standard infrastructure the training material available to both staff and patients online.

.4.2.1.1   Project List

	Project	Description
Targeted Not Yet Scheduled	MicroMedex:	This project acquires, implements and makes use of the MicroMedex information service
AVDHA District Specific Projects	Job Analysis Forms System	Access Data Base in the Implementation Phase
	Nurses Orientation Education Database	Project to build and implement an access Database for tracking education training etc….
	LAB manuals and procedures online	Project to provide access through the shared Folders for electronic versions of the LAB manuals and standard operating procedures
	Lab Meeting minutes and management reports	Project to provide access through the shared folders for Meeting minutes management reports and other documents
	Clinical Policies and Procedures online	Project to manage and publish clinical policies and procedures electronically.
SSDHA District Specific Projects	Oncology Interactive Education Series (OIES)	Project to install and use the Oncology Interactive Education Series in the SSDHA.
SWNDHA District Specific Projects	Stroke Project Access to information	

.4.2.2   Human Resources Information Systems

The strategy is to bridge the gap from now until a provincial Human Resources information system is implemented. The goal of the bridge would improve integration, automation and sustainability of current information systems. This would be a valuable stepping stone towards the provincial direction in the future.

The following directions are considered within the next few years

- Improve the automation of time and attendance and the integration with Payroll and Finance.

- Plan and implement systems that track education, training, licenses and Skills for orientation, professional development, health and safety, succession planning, scheduling and emergency response.

- Implement an electronic employee record that links elements such as education and skills, health assessment and attendance.

- Provide electronic staff Scheduling tools to improve shift scheduling and vacation planning.

.4.2.2.1   Project List

	Project	Description
Targeted Not Yet Scheduled	Human Resources Information System (HRIS):	This project is to plan and implement a strategy for a Human Resources Information System. This strategy would include attendance management and payroll integration, Electronic Employee Record including license management and training tracking, As well as Recruitment/succession /professional development and contract management
AVDHA District Specific Projects	Staff Scheduling on shared Drives	Project to manage the schedules for Nursing staff on spread sheets through shared folders.
	Training Tracking System	This project is to build a system that tracks the training received by staff members.
	Extend the exit interview system	This project expands the existing exit interview database with new fields and functionality.
	Performance development system	Project to extend the reporting for the existing performance development system

.4.2.3   Administration and Analytical systems

The general strategy is to follow the provincial initiatives for administrative systems and to encourage provincial solutions for the gaps in these initiatives. The analytical and reporting strategy is to pursue a common reporting and analysis interface for all systems and to follow the provincial initiatives into data warehousing for hospital operational information. The provincial SAP initiative for Finance and Materials Management would be integrated with other systems.

The following directions are considered within the next few years

- Define and implement a standard Project Management methodology and associated tools.

- Implement the SAP Finance and Materials Management system.

- Implement Meditech Billing and Accounts Receivable (BAR) and expand the electronic billing to MSI, other provinces and the Federal Health Claims Processing system.

- Integrate the Meditech software with the SAP Finance and Material software.

- Implement a plan that defines the expansion of ORMED and migration to SAP for Finance and Materials that includes electronic budget variance investigation tools for managers, expanded electronic payment, expanded online requisitioning and capital asset management.

- Automate the inventory management procedures with bar-coding, handheld devices and other tools as much as possible.

- Implement a preventative maintenance system.

.4.2.3.1   Project List

	Project	Description
	Accreditation Review:	Accreditation review paper work due to be delivered June 2005
Targeted and Scheduled	Central Provincial Help Desk:	This project implements the utilization of the provincial help desk in IWK through the Magic system. The IS 100 request forms as well as the equipment and software inventory are also to be managed through the Magic system.
	IT Steering Committee:	Implementation of an Information Technology steering committee across all three districts
	Finance Statistics Via excel and email	Submitting statistics to Finance through a common email address with spread sheet templates.
Targeted Not Yet Scheduled	SAP Finance and Materials Management:	This project plans and implements the finance and materials management modules for SAP. This is a provincial initiative
	ORMED Electronic Requisitioning	This project expands the use of electronic requisitions using ORMED through all Districts.(Q4 04)
	Provincial PM System:	The project is to select and implement a provincial preventative maintenance system

	Project	Description
Important Not Yet Targeted	Timely turn around of information reporting	A project that addresses the process and systems to improve the turn around time for reporting monthly statistics and other reporting needs.
	ORMED Crystal Report writer	A project to build a statistics report generating tool using Crystal reports against the ORMED information. (Q4 04)
	Wireless Handheld in warehouse	Project to implement wireless handheld in the stock rooms to provide real-time access to stock levels. (Q1 05)
	Capital Asset Management System:.	Project to implement a strategy for managing capital assets. The question is do we continue to manage the assets with the current spread sheet system or do we implement ORMEDs capital asset functionality to bridge the gap between now and when SAP is implemented
	Expand use of Electronic Data Interchange (EDI)	Project to expand the use of electronic payment and integrate this with procurement and accounts payable.

AVDHA District Specific Projects	Implement Megamation	Update all the equipment information needed for managing the equipment using Megamation. Implement the use of Megamation.
	SMH Drawings into Autocad	Input all Drawings for the Soldiers Memorial Facility into Autocad
	Boiler Retrofit	This project will install a new building control system called Metasys

SSDHA District Specific Projects	Inspections are a Breeze System	Implement and use this system provided as a value-add by the chemical Supplier Wood-Wyant. Audit program for all rooms using a PDA
	Implement Control Tex	Control Tex is a system that Monitors the laundry usage.
	Computerized Phone queuing system for switchboard	Implement a similar system to what QEII uses
	Long Term Care IS support	Project to provide Information Systems support for certain long term care facilities
	Implement HIRS	Implement and use the Health Care Incident Reporting Service (HIRS) / system
	Expand ORMED Food and Nutrition	Expand the use of ORMED for Food and Nutrition in FMH and Queens
	Upgrade parking system to hourly rates	Provide the ability for the parking system to charge by the hour instead of a lump sum.

SWNDHA District Specific Projects	Access to timely and appropriate information	Project to put a process and systems together to facilitate the collection and reporting of statistical information.
	Quality Improvement Projects No cost Data Base	Project to build a Database to track all of the Quality improvement projects that are classified as "No Cost".
	Wood-Wyant Work Load Measurement System	Implement a system to help with workload measurement for house keeping.

.4.3   Infrastructure

The objective for the infrastructure strategy is to put in place the building blocks required to maintain and grow the existing systems and those targeted for the future.

The following directions are considered within the next few years

- Evolve the network to facilitate improvements such as, reducing the number of passwords required, automated distribution and maintenance of software, remote Help desk support, remote access to applications and enabling the use of barcode technology.

- Plan and implement a wireless infrastructure throughout the district facilities.

- Establish processes to manage and control the wireless frequency spectrum from Clinical monitoring devices through to wireless routers between facilities.

.4.3.1.1   Project List

	Project	Description
Targeted and Scheduled	System Contingency Plan	Implement off site storage and backup systems and processes. (Q3 04
	Disaster Recovery and Business Continuity Planning:	Define and implement processes, plans and systems to manage the recovery of systems in the event of a disaster and the continuity of business through an interruption. (Q2 05)
	Move to IP Based Network Segmenting	Project to move the network architecture to IP segments in each regional hospital. (Q4 04)
	Move to single network OS	This project replaces the Novell operating systems with the Microsoft networking operating systems as a building block to implement future system management tools. (Q4 05)
	Workstation 9x to XP OS Migration	This project plans and implements the migration of all the desktop operating systems to XP coordinating with the lease rollover plan. (Q4 06)
	PC and Server rollover plan:	This project plans for and implements the replacement of computer equipment according to the lease expiry
	MFU Rollover Plan:	This project plans for and implements the replacement of the Multi Function Unit (MFU) printers according to their lease expiry schedule
Targeted Not Yet Scheduled	Storage Area Network:	This project plans the acquisition and implementation of a storage area network. The proposal is to centralize in regional hospitals the backup and storage management needs. The SAN would also provide the infrastructure for improved disaster recovery and business continuity planning.
	Intranet / Internet	A project to define the system infrastructure and the content management standards and organization for the Intranet and Internet.
AVDHA District Specific	Office space District Health Authority 3	Project to implement the changes proposed through the master planning exercise

Projects		
SSDHA District Specific Projects	Public Health Office DHA 1 Wireless Install	Project to connect the Public Health Office in DHA 1 to the internal hospital network.
	Connect Lunenburg Physician Medical Centre to FMH	Project to provide network connection to the Lunenburg Physician Medical Centre.
SWNDHA District Specific Projects	Access to systems across sites for pharmacy	Project to provide access to pharmacy systems for pharmacists between sites across the district as well as remotely from home outside the hospital network.

.4.4   External Organization Projects

These projects are initiatives driven and managed by external organizations that have an influence on the information flow and needs within the districts. These are projects and programs that may need support and/or consideration in the future but no plan or resources are targeted as yet.

NSAHO Mobilization	This project is a Nova Scotia Association of Health Organizations (NSAHO) initiative to provide their support staff with the tools and information required to have access to the office resources remotely. The ability to connect to the NSAHO VPN while in the hospital facilities is one initiative
NSAHO Alerting project	This initiative is to manage the equipment maintenance alerting mechanisms more effectively
NSAHO Infusion Pumps	This project is the installation of infusion pumps that are capable of electronic configuration. There is no current plan to use this electronic configuration as yet.
Provincial Anemia Management Program	Program and systems to track and register patients for anemia management provincially
Biological and Vaccine Distribution and Management System	This system is part of the value-add contract with Aventis. An application accessed through the internet is provided for tracking the inventory and its usage for the Biologicals and Vaccines.
Chronic Disease Prevention Program	This is a provincial program directed at prevention of Chronic diseases, this program will have information systems needs that require supporting
Patient Navigator Program	This program will have information systems needs that require supporting. Systems related are likely to emerge involving case management and reporting of corresponding statistics
Provincial health monitoring system	A Provincial working group for the development of a monitoring system. The system would monitor various health determinants and integrate with MIS statistics, MSI, MHOIS and CIHI.
Health of the Nation Scale project	Provincial Monitoring Committee project to implement Patient Satisfaction questionnaires and health of the nation information. A pilot is taking place in South Shore
Provincial Palliative Care Initiative	Program will drive standard datasets for palliative care statistics, standard registration information and workload measurement
Hepatitis A Enhanced Surveillance	Program from Department of Health for public health
Enhancement Vision Screening program	Project to implement an Oracle Database internet based system provincially
Food Costing system	Project to collect and maintain information on the costing of food to the community
National Immunization registry	National project to implement an immunization registry
Healthy Beginnings enhanced home visiting DB	Provincial system accessed through the internet for case management
Enhance ISDB to include HIV and Hep C	Department of Health Initiative to expand the existing Integrated Surveillance Database (ISDB) to include HIV and HEP C into the same database of notify-able diseases providing for required privacy

5   Appendix I, List of Area Representatives

.5.1   <u>Annapolis Valley District Health Authority, Area Representatives</u>

	Area Name	Contact Person
Acute Care	Cardiac Investigation Unit	
	Respiratory	
	ICU/Medical Unit	
	Staff Scheduling admin	
	Site Administration	
	Emergency / Ambulatory	
	Surgery /OR /Utilization	
	Telehealth	
	Clinical resources	
	Rehabilitation	
operations	Lab	
	Health Records	
	Pharmacy	
	Facility Services	
	Quality / Risk Manager	
	Food and Nutrition	
	SPD	
Community Health	Maternal and Child	
	Community Health Boards	
	Primary Care	
	Mental health	
Site admin	Site Admin SMH	

.5.2   South West Nova District Health Authority, Area Representatives

	Area Name	Contact Person
Clinical	LAB	
	Utilization	
	Nursing Program	
	Emergency Ambulatory Care	
	OR / Day Surgery / Recovery	
	Renal Dialysis	
	Maternal Child	
	Medical / Surgical	
	ICU	
	Oncology	
	Nurisng Program	
	Rehabilitation	
	Respiratory	
	EKG / Cardiac Services	
	Diagnostic Imaging	
	Pharmacy	
	Mamo	
	Food & Nutrition	
Operations	Risk Management / Infection Ctrl	
	Plant Maintenance	
	Environmental Services	
	Health Records	
	School of Nursing	
Community Health	Mental Health	
	Social Work	
	Palliative Care	
	Patient Navigation	
	Primary Care	
Communication	Communication	

.5.3   South Shore District Health authority Area representatives.

	Area Name	Contact Person
Community Health	Palliative Care	
	Community Health boards	
	Primary Care	
	Rehabilitation	
Operations	Environment / Food & Nutrition	
	Physical Plant	
	Health Records	
Medical Director	Pharmacy	
	Diagnostic Imaging	
	Laboratory	
	Respiratory	
Clinical	Medical / Surge	
	DBA Unit / ALC Unit	
	Continuous Quality Improvement	
	Cardiac rehab	
	Maternal and Child	
	Patient Navigator	

.5.4   Shared Services Area Representatives

	Area Name	Contact Person
Materiel Management	Materiel	
Addictions	Addictions South West	
	Addictions Annapolis	
	Addictions South Shore	
Public Health	Healthy Families	
	Health enhancement	
	Communicable Diseases	
Human resources	HR South West	
	HR Annapolis	
	HR South Shore	
Clinical Engineering	Clinical Engineering	
Information Services	IS South West	
	IS Annapolis	
	IS South Shore	
	Information Technology	
	Library Services	
Finance	FI Tri-district	

6   Appendix II, District strategic Direction Summaries

.6.1   Annapolis Valley District Health Authority Strategic Directions 2002 – 2006

Healthier People and Communities Through Partnering and Learning

A. Measurements and targets related to the health status of our people are known and understood.

B. Factors that determine health are the focus for planning and service delivery.

C. Increased access to a broad range of integrated primary health care services

D. Partnering with community health boards to provide leadership in building healthier communities.

Ensuring the delivery of patient and client centred health services

A. Services and programs are appropriate, accessible and sustainable.

B. Providing programs and services to individuals and families

C. The performance of programs and services are measured and results shared

Skilled people working in healthy workplaces equipped with appropriate resources

A. Optimizing the health, safety and well-being of employees, physicians and volunteers.

B. Effective recruitment and retention of professionals, physicians, support staff and volunteers.

C. Appropriate infrastructure to support the delivery of programs and services.

.6.2   South West Nova District Health Authority Strategic Directions

Maximize the potential of our people

A. Promote workplace Wellness

B. Provide opportunities for workplace Wellness

C. Foster Employee Skills and Education Development

Strengthen relationships with key stakeholders

A. Improve relationships with physicians

B. Improve relationships with our valued CHB's

C. Enhance relationships with the public

Facilitate an integrated approach to primary health care.

A. Decision-making done utilizing evidence of 'best practices'

B. Create consistent awareness among staff/public about 'Primary Health Care'

C. Enhance inter-sectoral collaboration to promote Health & Wellness within our communities.

Enhance communication and consultation.

A. Improve consultation process / practices with public

B. Improve communication practices with employees.

Ensure safe delivery of patient & client-centered health services

A. Develop Clinical services plan

B. Develop Quality Framework

7   Appendix III, District Mission Vision and Values

.7.1   Annapolis Valley District Health Authority, Mission Vision and Values

Our Mission:

"Working together to support and improve the health of individuals & communities in the Annapolis Valley."

Our Values:

Integrity

Our decisions and actions reflect our commitment to accepted ethical and professional conduct. We work to ensure that our conduct earns the support and trust of all segments of the public that we serve.

Accountability

We make rational, informed decisions based on evidence and we are accountable for our actions and effective management of resources.

Respect

We treat those we work with and serve with dignity, fairness and respect. Our patients are participants in decision making around their care.

Collaboration

We work together with our communities and other partners to achieve improved services and healthier communities.

Continuous Improvement

We are committed to quality, innovation and evaluation.

Stability

We are committed to programs and services that are responsive to the needs of our people and are sustainable in the future.

Our Vision

Healthier people, caring communities and valued healthcare teams.

Getting there through:

• Partnerships and affiliations
• A commitment to quality and continuous improvement
• Innovation and responsiveness
• Accessibility– timely access to appropriate programs and services
• Tracking trends in the health of our population
• Using information and evidence to target programs and services
• Open and inclusive communications
• Finding ways for our physicians, staff and volunteers to feel supported in their pursuits to grow personally and professionally
• Creating a working environment where our staff and volunteers are motivated by seeing how their efforts have positive effects in the lives of others

.7.2   South West Nova District Health Authority, Mission Vision and Values

Our Mission

It is the mission of SWNDHA to work with individuals, families and partners to promote
and improve the health of our communities. We use resources wisely to provide access o a broad range of quality health services.

Our Vision

We are a community committed to health and to sustainable quality health services.
A community committed to Health: People in South West Nova actively participate in creating healthier communities. Through ongoing education and support, they understand the determinants of health and take responsibility for their own healthy living. Health promotion and planning is a shared responsibility. Sustainable, quality health services Strong, strategic leadership, solid partnerships and the efficient, accountable use of resources ensure optimal health services are accessible to all. The workforce is healthy and skilled, and their commitment to ongoing learning, development and continuous improvement is supported.

Our Values

Integrity: We are honest, principled and ethical.

Equity: We are inclusive, equitable and fair.

Respect: We respect diversity and the dignity and worth of all persons.

Excellence: We are dedicated to high quality, holistic care and continuous improvement.

Commitment: We are committed to working together with our partners to promote health.

Innovation: We value learning, creativity and innovation and find ways to turn challenges into

opportunities.

Approved by the SWH Board on April 16, 2003

.7.3   <u>South Shore District Health authority, Mission, Vision and Values</u>

Our Vision

The people of the South Shore Health District united for our collective good health and well-being, making our community the health leader in Nova Scotia.

Our mission is to provide leadership by:

- including families and individuals as integral partners
- encouraging individuals to take responsibility of their own health
- achieving healthy outcomes and lifestyles
- integrating health services
- providing community-based service
- collaborating with stakeholders
- delivering quality services where and when they are needed

To accomplish our mission we value:

- efficient utilization of resources to meet the district's health needs in a holistic manner
- collaboration with all who share responsibility for health, employment, education social support and environment of our citizens
- open governance and administration
- innovation
- lifelong learning

8   Glossary

3M – Supplier name for abstracting software
ADT – Admitting Discharge Transfer
AHC – Annapolis Health Centre
AV – Annapolis Valley
AVDHA – Annapolis Valley District Health
     Authority
BAR – Billing Accounts Receivable
CHB – Community Health Board
CIHI – Canadian Institute of Health
     Inforamtion
CPI – Client Patient Index
CWS – Community Wide Scheduling
DGH – Digby General Hospital
DMS –
DRS – Diagnostic Reporting System
ECG – Electrocardiogram
EDI – Electronic Data Interchange
EDIS – Emergency Department Information
     System
EMR – Electronic Medical Record
FI – Finance
FMH – Fishermans Memorial Hospital
HEP C – Hepatitis C
HIRS – Health Care Incident Reporting
     System
HIV – Human Immunodeficiency Virus
HRIS – Human Resources Information
     Systems
ICOA – Infection Control and Outbreak
     Administrator (Wescom)
ICU – Intensive Care Unit
IP – Internet Protocol
IS – Information System
ISDB – Integrated Surveillance Database
IT – Information Technology
ITS – Imaging and Therapeutic Systems
LIS – Laboratory Information System
MAR – Medication Administration Record
MFU – Multi Function Unit
MHOIS – Mental Health Office Information
     System
Meditech – Hospital Information system
     produced by Medical information
     Technology Inc.

MSI –   Medical Services Insurance
NACRS – National Ambulatory Care
     Recording System
NSAHO – Nova Scotia Association of Health
     Organizations
NShIS – Nova Scotia Hospital Information
     System
OBS – Obstetrics
OE – Order Entry
OIES – Oncology Interactive Education
     Series
OPREG – Outpatient Registration
OR – Operating Room
ORIS – Operating Room Information System
ORMED – Vendor Of Health Care Financial
     and Materials Management system
OS – Operating System
PACS – Picture Archive System
PC – Personal Computer
PCS – Patient Care System
PDA – Personal Digital Assistant
PHIS – Public Health Information System
PM – Preventative Maintenance
QEII – Queen Elizabeth Two Health Sciences
     Centre
RCP – Reproductive Care Program
SAP – Software product for Financial and
     Materials Management Provincial
     Initiaitve
SMH – Soldiers Memorial Hospital
SPD – Sterilization Processing Department
SS – South Shore
SSDHA – South Shore District Health
     Authority
SSRH – South Shore Regional Hospital
SW – South West
SWNDHA – South West Nova District
     Health Authority
VPN – Virtual Private Network
XP – Operating system for personal
     computers by Microsoft

9   Appendix IV Notes Template

Area Covered	
Name	
Date	

Current Systems

Identify the systems which are used in the department. The "Existing Systems List.doc" will help identify the systems.

Name	Description	Name	Description

Current and Identified Projects

Identify the Information Systems related projects currently in progress that affect the department. The "Current Project List.doc" may help in identifying a few of the projects.

District	Project Name	Who's Initiative	Estimated Start	Estimated Completion	Strategic Direction	Comments
						.

Potential Projects

Potential projects are those that are not in the planning stages but have been considered and are likely needed in the next few years. Please consider both internally initiated and externally initiated projects.

District	Project Name	Who's Initiative	Estimated Completion	Strategic Direction	Description /Comments

Future Initiatives

What are the department's processes in most need of automation?

What are some Innovations and ideas in technology that would be useful in the department?

 What is the future vision for information systems in the department? What would be some interim phases along the way to the vision?

Opportunities / Concerns

What are some changes that would help in implementing the future vision?