



**eDOCSNL**  
ELECTRONIC MEDICAL RECORD

Strategic Plan  
2020-2022



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eDOCSNL is Newfoundland  
and Labrador's provincial  
electronic medical record  
(EMR) program



eDOCSNL is a program established to implement and facilitate adoption and mature use of a provincial EMR solution that:



# Our Partners and Stakeholders

We will work to ensure that the eDOCSNL program considers the needs of all of our partners and stakeholders including patients, physicians and other health care providers, their staff, health policy decision-makers, researchers and the public.



## PARTNERS



NEWFOUNDLAND AND LABRADOR  
CENTRE FOR  
HEALTH  
INFORMATION

NEWFOUNDLAND  
AND LABRADOR  
MEDICAL  
ASSOCIATION

HEALTH AND  
COMMUNITY  
SERVICES

REGIONAL HEALTH  
AUTHORITIES



## PRACTICING HEALTH CARE PROVIDERS



COMMUNITY-BASED  
FFS PHYSICIANS

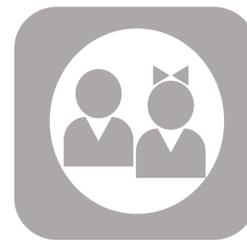
FFS SPECIALISTS

SALARIED FAMILY  
PHYSICIANS &  
SPECIALISTS

MEDICAL OFFICE STAFF

RHA EMPLOYED HEALTH  
CARE PROVIDERS

OTHER HEALTH CARE  
PROVIDERS



## PATIENTS



PATIENTS OF  
PRACTICING  
PHYSICIANS AND  
OTHER PROVIDERS

PATIENTS' FAMILIES

PATIENTS CURRENTLY  
WITHOUT PRIMARY  
PROVIDERS



## OUR HEALTH SYSTEM STAKEHOLDERS



MEMORIAL UNIVERSITY  
FACULTY OF MEDICINE

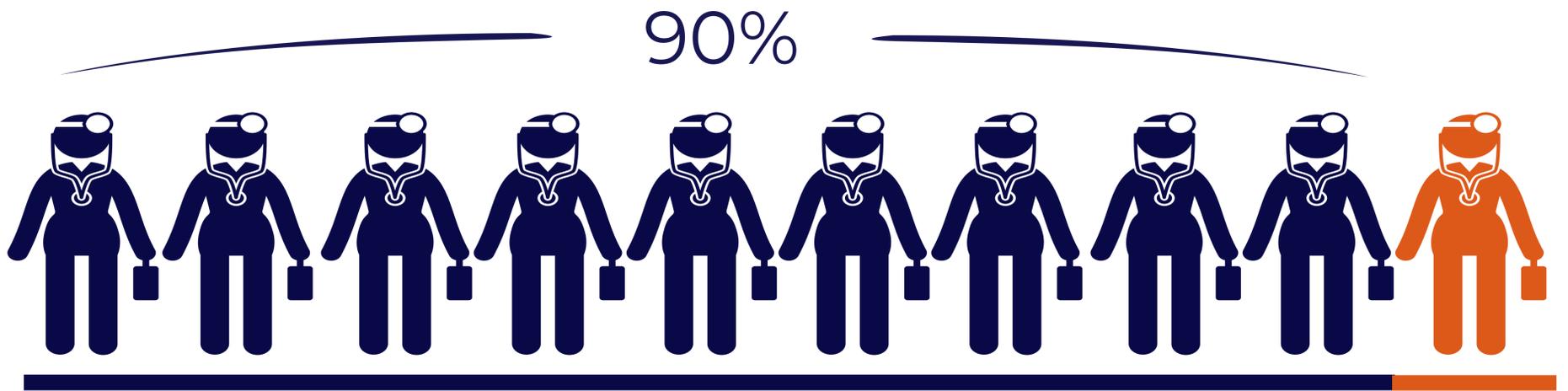
COLLEGE OF  
PHYSICIANS AND  
SURGEONS NL

CANADA HEALTH  
INFOWAY

FAMILY PRACTICE  
RENEWAL PROGRAM

# Targeted Population

## Family Physicians



## Specialists- in appropriate health care settings



## Other Health Care Providers



# Vision, Mission & Values

The driving force of eDOCSNL revolves around its vision, mission and values to deliver an EMR program that will support improvements to patient care and have a meaningful influence on physicians, other health providers, and the health system.



## **VISION**

eDOCSNL advances the meaningful use of EMRs to help create a healthier population and a stronger health system.



## **MISSION**

Provincial participation in eDOCSNL and support of eDOCSNL EMR users to enhance patient care and increase quality information for patient care and health system improvement.

# Our values guide our work by establishing a foundation for our priorities and decisions



## PATIENT-CENTRED

We believe that eDOCSNL plays a key role in the delivery of patient centred care and the patient is at the heart of every decision we make.



## INNOVATION

We seek to explore unique ideas that create increased value for physicians and other health care providers, their patients and the health care system.



## COLLABORATION

eDOCSNL was created on the belief that if we work together, we can do better. The Partners leverage their individual and collective areas of expertise, and our shared values guide our actions and decisions.



## PRIVACY & SECURITY

We believe that a patient's right to privacy, and the confidentiality and security of their personal health information is paramount and we will exceed expectations to protect it.



## EXCELLENCE

We strive to ensure eDOCSNL is a nationally competitive EMR program and surpasses expectations in delivering a provider-patient experience that is safe and effective.



## PROVIDER SUPPORTIVE

We believe that eDOCSNL can assist physicians and other health care providers achieving mature use of the eDOCSNL EMR to inform clinical decisions, thereby providing the most effective and highest quality patient care.

The NLMA, HCS, NLCHI and the RHAs, respecting each other's positions in the province's health sector, work in partnership to govern eDOCSNL. Our individual and combined strengths have enabled us to develop a provincial EMR program that benefits patients, physicians, other health care providers, and the provincial health system simultaneously.

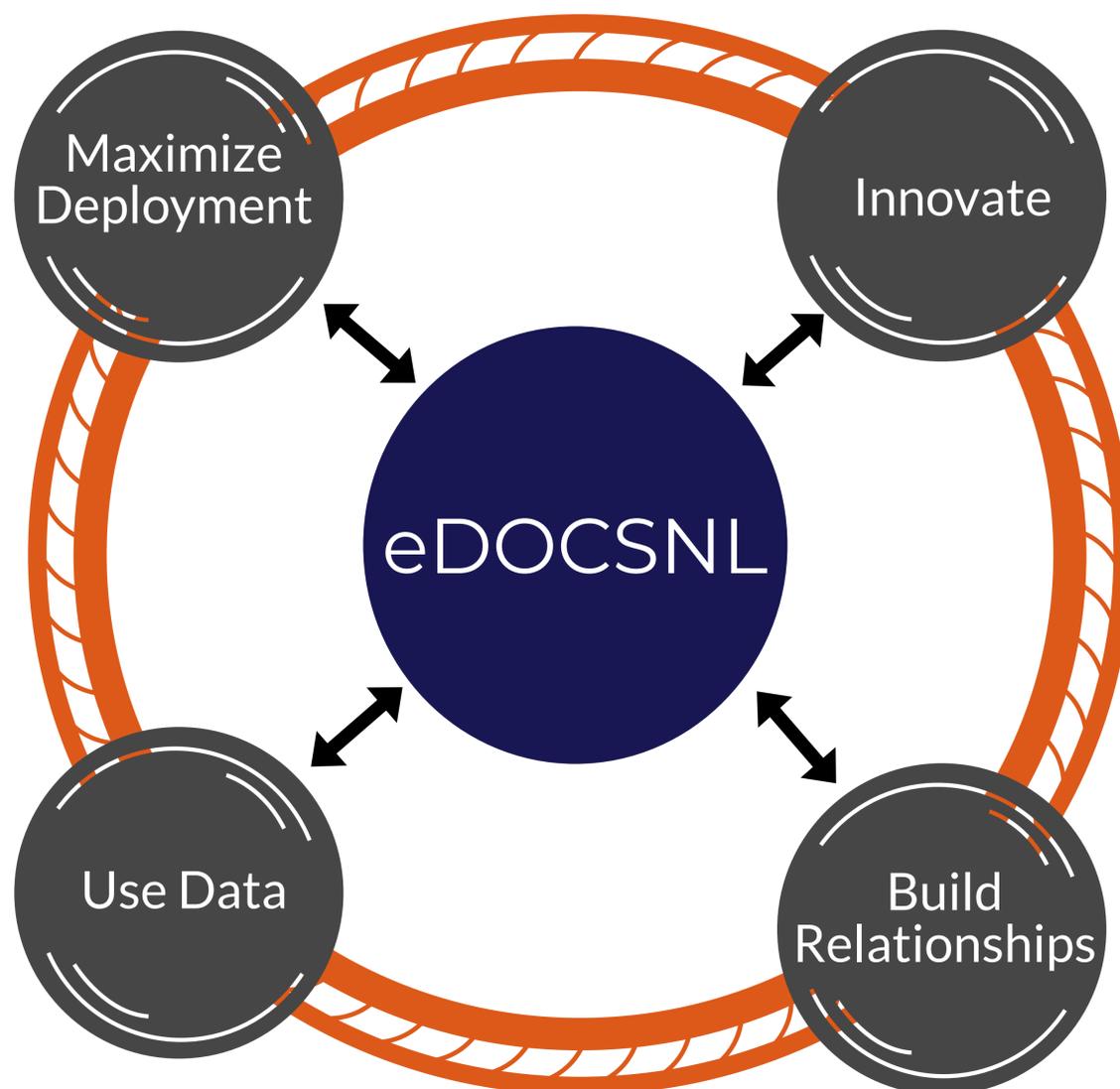


# Our Priorities

- Support the provision of the best possible patient care by optimizing the EMR for clinical value
- Maximize the implementation and adoption of eDOCSNL
- Grow the eDOCSNL program through innovative solutions and strategic integrations with appropriate existing and future health information systems
- Provide health information for patient care, health system planning, evaluation, quality improvements, and research

# Strategic Goals

Our strategic goals and priorities are guided by our vision and mission. The successful delivery of the eDOCSNL Program will allow physicians and other health care providers to deliver better, safer health care to their patients, and will enable the collection and analysis of quality information, which will help to enhance health system performance and outcomes.



# The following strategic goals will guide our actions and focus our efforts over the next three years:

1

Through mature use and innovation, eDOCSNL becomes the conduit for digital health tools and other health information systems

2

Maximize eDOCSNL EMR deployment to physicians and other health care providers in appropriate care settings across the province

3

Use eDOCSNL EMR data to inform patient care decision-making, and support practice management planning and health system improvements

4

Reinforce governance and existing stakeholder relationships and form connections with new stakeholders and with patients



# Through mature use and innovation, eDOCSNL becomes the conduit for digital health tools and other health information systems

## Provide quality support to physicians, other health care providers and their staff post-deployment

We want physicians and other health care providers to feel they made the right choice by adopting eDOCSNL EMR. To do this, we will continue to refine and enhance our post-deployment support processes to provide training, guidance and knowledge exchange opportunities to physicians, other health care providers, and their authorized users that will empower users to advance their EMR skills. We will also continue to develop our library of educational materials and assist our partners in establishing a peer-to-peer support network so that physicians, other health care providers and their office staff can reach out to other offices using eDOCSNL.

## Promote use of eDOCSNL functionality and develop new products and services that encourage physicians and other health care providers to reach clinical value milestones

We are committed to identifying EMR functionality that we can enhance to benefit the provider-patient interaction. We will develop and implement change management plans to ensure optimal clinical benefits from the solution. We will also work with our stakeholders to develop and deliver product enhancements including e-referrals, e-consults, virtual care, patient portals, and others, and we will explore educational opportunities for physicians that offer continuing medical education credits to advance their mature use of the EMR.

## Promote use of eDOCSNL patient-centred functionality

We will develop new solutions that support chronic disease management and encourage healthier lifestyle choices. We will establish a partnership among physicians and other health care providers, patients and their families to ensure that decisions respect patients' wants, needs and preferences and solicit patients' input on the education and support they need to make decisions and participate in their own care.

## Develop and design agile solutions that complement emerging health innovations

eDOCSNL program actively embraces innovative ideas, that align with the program vision and mission, through collaboration with partners. We will determine which solutions can provide the most value and ensure that enhancements align with eDOCSNL's vision and financial strategy for sustainability and growth.

## Ensure eDOCSNL complements, supports and enhances the value of HEALTHeNL, and provides high quality data for patient care

We will explore appropriate integration with health information systems in collaboration with our stakeholders and partners. We will look for ways to support changes in functionality that enable new and better ways of providing care to patients, and access to more health information, while protecting patients' privacy. Ensure eDOCSNL EMR Data flows to HEALTHeNL to improve the health information available to physicians for patient care, increase the value of the HEALTHeNL, and reflect the care that takes place in the community.

## Provide physicians with the tools to engage patients in new and novel ways

We will align with the development of the provincial Personal Health Record and ensure that it is integrated with the EMR and provides a seamless way for patients to access the appropriate information from their Primary Provider's records. We will investigate tools that are unique to the EMR environment (e.g. patient portals) to augment this access strategy by enabling patient communication with their primary provider. We will consider the needs of patients at home and at work to connect with their providers on demand and at their convenience by integrating Virtual Care applications into the EMR. Virtual care will also enable the EMR to help address the provincial crisis involving patients without a primary care provider by increasing access to providers for patients in remote and rural areas.

## Listen and be responsive to stakeholders' feedback to enable healthcare delivery transformation

Physician and health care provider should develop partnerships with the patients to encourage mutual responsibility for the patient's health. We will develop new EMR tools that support chronic disease management and encourage healthier lifestyle choices. We will establish a partnership among physicians and other health care providers, patients and their families to ensure that decisions respect patients' wants, needs and preferences and solicit patients' input on the education and support they need to make decisions and participate in their own care. Content and modifications developed by the program team will always consider patient education and providing the best patient experience.

Embrace innovations in pursuit of solutions that address emerging strategic issues to transform patient care delivery, improve health system performance and empower patients

## What success looks like:

- Communication and ongoing support plans for eDOCSNL users are refined and responsive
- Financial sustainment and growth plan, including expanded functionality, is developed
- A continuous quality improvement plan for clinical use is developed and implemented
- Maximizing use by and value for specialist physicians by gathering requirements and developing specialty-specific content and features
- eDOCSNL continues to expand bidirectional integration with other health information systems
- Defined integration methods, focusing on patients, users, and the Provincial PHR.
- Patient communication tools chosen and integrated
- Clinical educational tools developed and delivered for patients
- Educational tools for patients are developed and delivered in all eDOCSNL-developed clinical content
- Virtual care applications are integrated with the EMR
- eDOCSNL will support activities to improve users' efficiencies, such as eliminating paper-based processes in the EMR
- ePrescribeIT is deployed to all interested and qualified EMR users
- Enhancements and solutions are developed and implemented as per the eDOCSNL roadmap its business plan, including expand bidirectional integration with other health information systems
- Develop a provincial model for enhanced use and vision for how the eDOCSNL EMR fits into the eHealth landscape



## Maximize eDOCSNL EMR deployment to physicians and other health care providers in appropriate care settings across the province

### Make it easy to adopt and use eDOCSNL

Once a health care provider has expressed an interest in deploying eDOCSNL in their practice, we must make the transition process as seamless as possible. Transitioning from a paper based practice to an EMR or transitioning from one EMR solution to another can be a significant change management process, and it is our job to provide guidance and support during this process. To do this, we will continue to refine our deployment processes in response to our implementation experiences and consistently deliver the supports that enable success. We will also work closely with our EMR provider, TELUS Health Solutions to ensure that the days leading up to, during, and after deployment run as smoothly as possible and our users are effectively supported.

### Identify new opportunities to expand deployment

HCS has made a commitment to establish additional primary health care teams in the province. We recognize that eDOCSNL is a vital tool in enabling these models of healthcare delivery. The eDOCSNL team will ensure that the deployment road map includes expanding primary health care teams, identifying and targeting users who will increase the collaborative potential of eDOCSNL, and strategies to identify opportunities for RHA and FFS deployment, within financial constraints, and in alignment with the program vision and mission.

### Develop a business plan that includes a financial strategy for sustainability and full deployment

As the program evolves, it will be imperative to ensure that the deployment plan continues to align closely with a financial strategy that supports feasibility and sustainability of the program. The plan will foster innovative ideas balanced with practical application of creative value-driven solutions.

### Evaluate the ability to expand eDOCSNL to health care providers outside the target audience

As participation in eDOCSNL becomes the standard of care in the province, eDOCSNL will identify opportunities for expanding the availability of the Program to those outside the target population. Factors to be considered are additional cost for these users, the disclosure of personal health information to NLCHI for secondary uses and the ability to increase the clinical value and collaborative potential of the EMR.

Provide the information, tools, and support necessary for health care providers to successfully adopt and use eDOCSNL in their practice

## What success looks like:

- Minimum of **700 subscribing** providers in appropriate care settings have eDOCSNL implemented and integrated by Dec 2022
- Expansion of deployment to PHC community-based collaborative health teams
- Strategy for identifying and engaging other health care providers is developed and implemented
- Strategies to support specialists in their adoption of the eDOCSNL EMR. Strategies to expand eDOCSNL to users external to the target user group
- Create a program to support rural physicians in their adoption of the eDOCSNL EMR
- A continuous quality improvement plan for the deployment and use of the EMR is developed and implemented
- eDOCSNL provides education and training on EMR privacy and security functionality
- Physicians and other health care providers have implemented privacy programs that include monitoring access to patient personal health information and restricting access to patient records using the eDOCSNL EMR functionality
- eDOCSNL supports EMR users in receiving privacy training and are shown how to conduct privacy audits, implement role-based access and provided with sample privacy posters - deployment



## Use eDOCSNL EMR data to inform patient care decision making, and support both practice management planning and health system improvement

Provide access to uniform, quality data that contributes new insights into the province's overall population health

The data collected by eDOCSNL users will provide new insights into the prevalence of a number of chronic conditions throughout the province. We will work with our health system partners to ensure this information can be used for research and evaluation purposes to improve health system policy development, decision-making and system sustainability. In addition, data collected will provide physicians and other health care providers with comparable information about patients in their practice, especially in regards to complex patients and groups of patients with multiple chronic conditions leading to better coordination of care.

Ensure that the personal health information provided to others for authorized other uses is protected

The data in eDOCSNL is personal health information and needs to be protected with utmost care. To do this, we will approve policies that support the Information Management Framework. We will adhere to the Personal Health Information Act and other laws that govern personal health information to ensure best practices meet the information needs of physicians, other health care providers and the health system.

Educate physicians and other health care providers on how to use data and analytics tools for their own practice management

The eDOCSNL EMR collects data to provide physicians and other health care providers with the evidence to support clinical best practices, and enable better practice management and planning, peer-to-peer comparisons, and quality improvements.

Use data to support a sustainable health care system

eDOCSNL, as a component of the overall health system, plays an important role in supporting health system sustainability through more efficient health care delivery. It enables access to more and better health information for clinicians, and policy and decision makers, which is essential to ensuring alignment of priorities, efficient utilization of resources and improved patient outcomes.

# Use eDOCSNL data to support health system quality improvements

## What success looks like:

- Information Management Framework and data governance mechanisms continue to monitor and improve the quality of data collected
- Framework put in place to evaluate impact of eDOCSNL on health system performance
- EMR functionality and training supports uniform, quality data collection in alignment with Information Management Framework and eDOCSNL continuous quality improvement initiatives
- Standardized forms and templates are utilized, when appropriate, to minimize data collection, errors and omissions, and support uniform quality data collection
- Facilitate the flow of approved data from the eDOCSNL EMR to the cancer and chronic disease registries
- Physicians and other health care providers are taking advantage of management reports available in the EMR and through NLCHI to evaluate and improve their practice in alignment with continuous quality initiatives of eDOCSNL and its partners
- SNOMED-CT is promoted as the standard for diagnostic coding and is the only code used in the eDOCSNL EMR



## Reinforce governance and existing stakeholder relationships and form connections with the new stakeholders and with patients

Ensure governance is effective and provides the support the program needs to grow

The success of the eDOCSNL program is based in a large part on the participation of the Partners in the governance of the program. The program has evolved over the first four years in many ways necessitating the evaluation of current governance structures to ensure they continue to meet the objectives of the Memorandum of Understanding Re: the Electronic Medical Record, October 30, 2015.

Strengthen trust and confidence among stakeholders for eDOCSNL

The continued success of eDOCSNL is dependent on the contribution of stakeholders to the Program. Feedback from different avenues should be sought and incorporated when possible. The eDOCSNL Partners should also seek feedback from their members, employees and stakeholders.

Promote patient engagement in eDOCSNL by providing a forum for their needs to be heard and addressed

The ultimate goal of the eDOCSNL program is to support the provision of the best possible care to the citizens of NL. The Program recognizes that the patients' involvement in and advisory function for all eHealth programs is critical to the success of eHealth initiatives in meeting patients' needs. To that end, we will ensure eDOCSNL representation on eHealth patient advisory and patient engagement forums that currently exist. We will also investigate the feasibility of patient representation on eDOCSNL advisory groups.

Ensure the privacy and confidentiality of patient information is maintained

eHealth strategic planning sessions and patient advisory groups reveal the importance of privacy and confidentiality in eHealth solutions to patients and their families. We recognize that privacy and confidentiality issues are one of the main risks of the EMR program. Addressing this is critical to the success of the program. We will support all staff who interact with patient records in receiving appropriate privacy training and understanding privacy policy and legislation. We will review clinics' privacy manuals and breach protocols and record the designated privacy officers. Education will be offered to users on role-based access to the EMR and the importance of PHIA-compliant privacy practices.

Build relationships with partners, stakeholders, and patients to ensure engagement from and maximum value for all

## What success looks like:

- A third party has evaluated the effectiveness of eDOCSNL governance processes
- Membership and composition of existing governance structures are refreshed and revised
- Unified communication strategies are developed to enable the Partners to speak with a single voice
- Physician engagement in governance structure is strengthened and physicians become active advocates for the program
- Strategies developed to effectively engage organizations and entities currently outside or not engaged by the Program
- We have implemented a streamlined process for collecting and assessing input from various stakeholders and will continue to strengthen the stakeholder engagement process and governance structure
- eDOCSNL representation on and engagement in patient advisory structures existing in the provincial eHealth structure

# Our Plan at a glance



# Our plan at a glance

## Vision



eDOCSNL advances the meaningful use of EMRs to help create a healthier population and a stronger health system.

## Mission

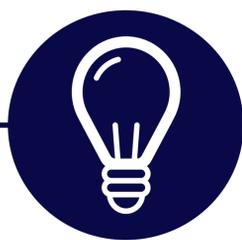


Provincial participation in eDOCSNL and support of eDOCSNL EMR users to enhance patient care and increase quality information for patient care and health system improvement.

## Our Values



patient centred



innovation



collaboration



privacy & security



excellence



provider supportive

## Our Stakeholders

We will work to ensure that the eDOCSNL EMR considers the needs of all of our stakeholders including patients, physicians and other health care providers and their staff, health policy and decision-makers, researchers and the public.



Partners



Health Care Providers



Patients



Our Health System Stakeholders

## Our Goals

#1



Through mature use and innovation, eDOCSNL becomes the conduit for digital health tools and other health information systems

#2



Maximize eDOCSNL EMR deployment to physicians and other health care providers in appropriate care settings across the province

#3



Use eDOCSNL EMR data to inform patient care decision-making, and support practice management planning and health system improvements

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Reinforce governance and existing stakeholder relationships and form connections with new stakeholders and with patients.

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