



Information Systems

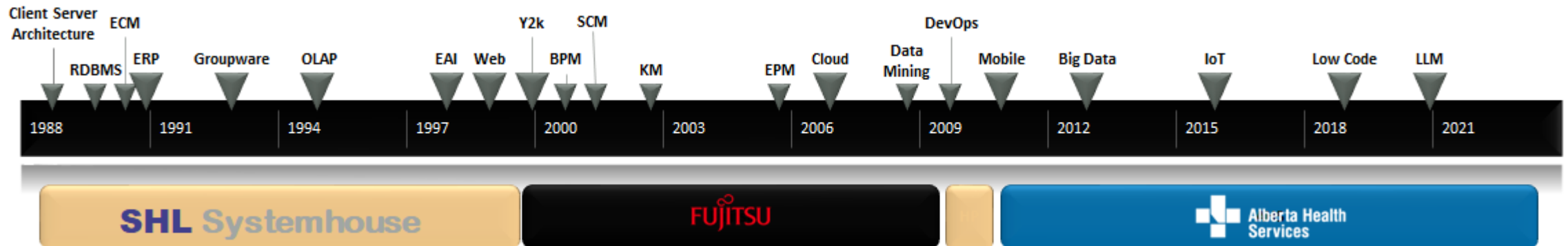
A CATALYST FOR
BUSINESS
TRANSFORMATION



Alec Blair

Enterprise Architect

‘Transformational’ Digital Trends in my Career



The Digital Transformation 'Risk'

1. Digital Transformation # 1 concern
2. 70% of all digital transformation initiatives do not reach their goals
3. 80% of digital transformation investments went to waste
4. 90% of digital transformation went to waste

Alec's Digital Transformation Key Messages

1. It's Business ~~Digital~~ Transformation
2. Start with business context
3. Don't underestimate the time dimension
4. If possible – be agile

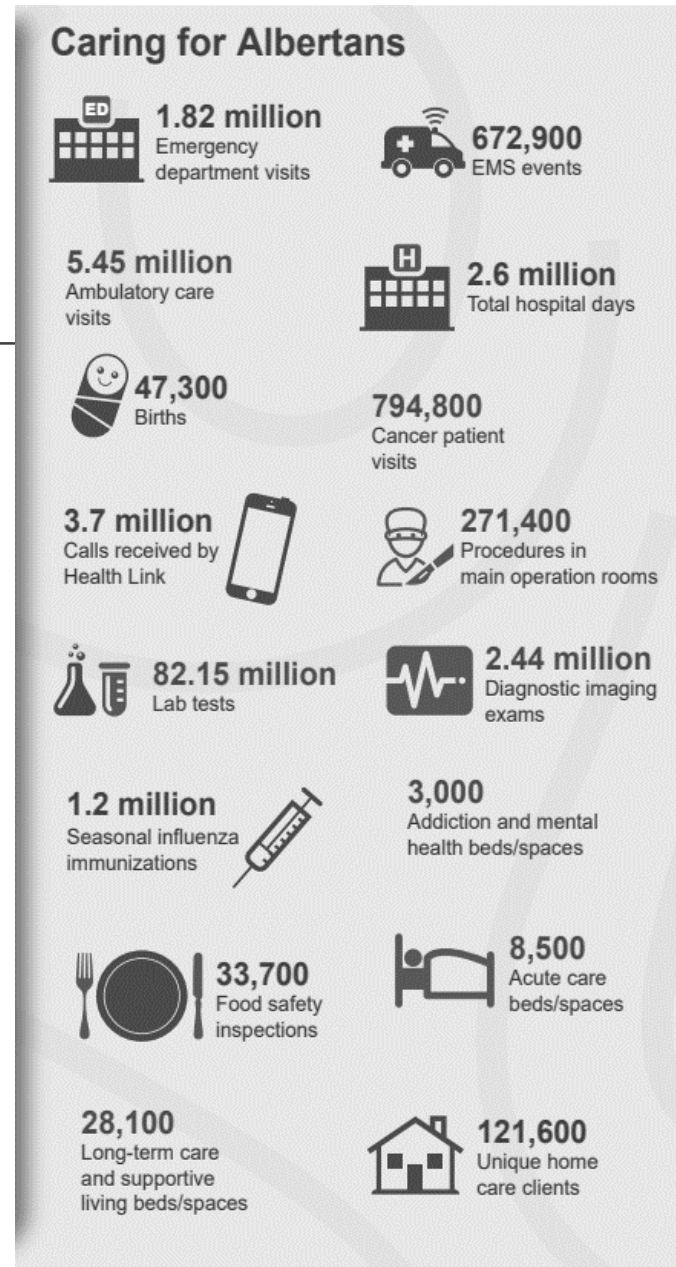
Alberta Health Services

Formed in 2008 as a merger of

- Twelve former health entities
- Three geographic health authorities
- Many municipal EMS organizations

By the numbers

- Serves 4.4M Albertans
- Over 100,000 staff, volunteers
- 900 facilities





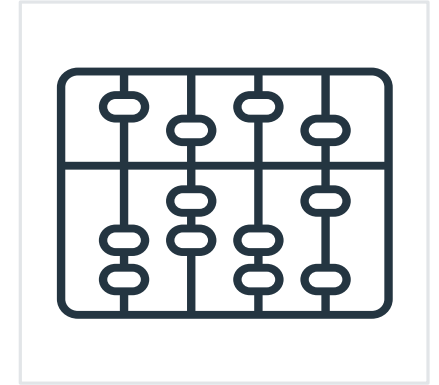
Need to fix the plane
while it's in the air



Large geographic
scope



Many, many
stakeholders



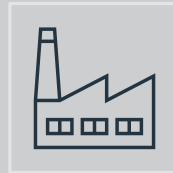
Complicated business
model

Business Transformation Risks

Post Merger Information Systems Checklist



Identity and Access Management



Back Office Rationalization



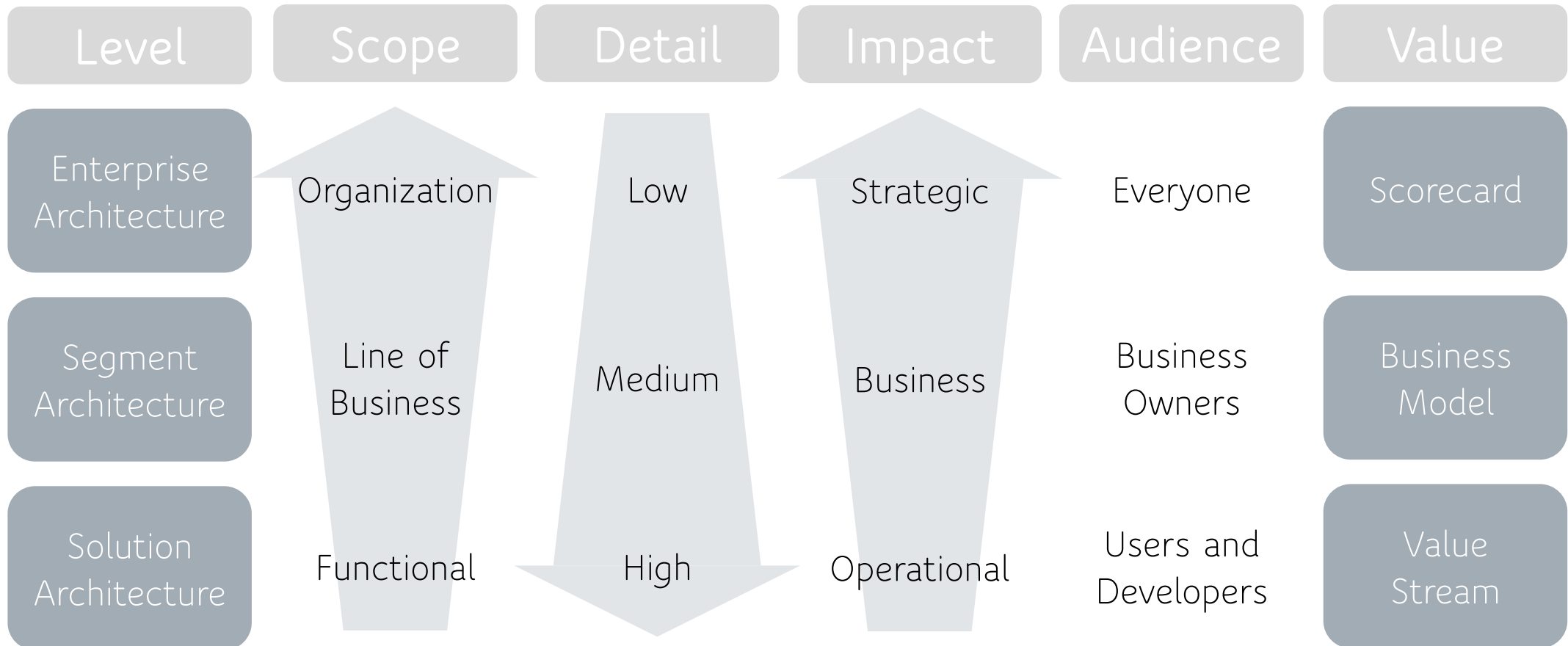
Front Office Rationalization

Provincial Clinical Information System

A Catalyst for Change

| | |
|---------------|---------------------------------------|
| 2013-14 | Business case developed and submitted |
| 2015-16 | Planning to go to the marketplace |
| 2017 | Request for proposals |
| 2018-19 | Configure the Connect Care |
| November 2019 | Connect Care go-live |

What is the level of business transformation?



Principled 'Digital' Transformation

Put patients and families first - *enhance safety and improve the healthcare experience.*

Move fast - *make timely, clear, and actionable decisions, staying on schedule.*

Integrate across the care continuum - *favour seamless information flows over niche solutions.*

Avoid unhelpful variation - *adopt evidence-informed, provincially standardized, guidance and workflows.*

Adopt and adapt - *express our organization's best practice, leveraging vendor content to fill the gaps.*

Use tools for transformation - *do not entrench old inefficiencies with new technologies.*

Lead with purpose - *maximize engagement of clinical and operational leaders.*

Partner to advantage - *fully leverage our vendor's experience, offerings and relationships.*

Transform with intent - *monitor and measure expected benefits and unexpected harms.*

Heed best experience - *collaborate with skilled practitioners to make better, informed decisions.*

Enterprise Architecture Analysis



Mission Model Canvas is a one page view of a particular area's ability to mobilize resources to create value for a set of beneficiaries



The Porter Healthcare Value Chain developed a consistent understanding to cost of delivering healthcare outcomes through a standard set of activities



An AHS-wide Clinical and Business Capability catalogue established a consistent vocabulary to describe what AHS needs to deliver against our mission and value for patient, providers and partners



The Application Catalogue mapped to clinical areas by geography showed duplication and inform the gap analysis to establish the Connect Care target state and roadmaps



Derived from the previous deliverables, the clinical or business reference architecture provides context to better understand a specific project scope and impact.

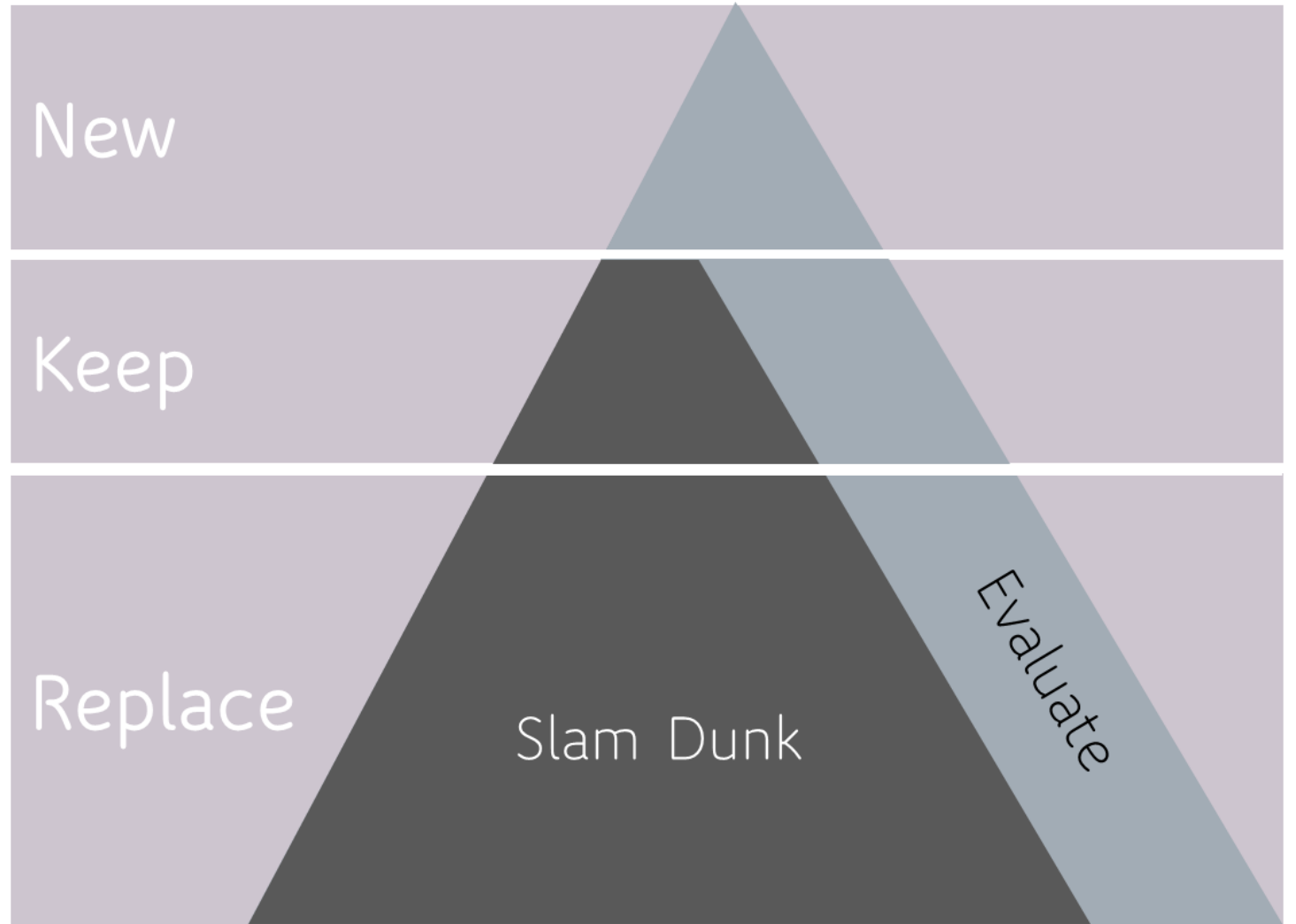
Application Portfolio Analysis

Pareto's rule applied for displaced applications

Detailed analysis reserved for specialized applications

Still a requirement for new applications as we understood the product scope

Not a once and done exercise!



Infrastructure Modernization



Buildings



Medical
Devices



Non-Medical
Devices



Data Centers



Network

LAUNCH 1 - LAUNCHED ON NOVEMBER 3, 2019

EDMONTON ZONE
 WALTER C. MACKENZIE CAMPUS
 Aberhart Centre; Clinical Sciences Building; Kaye Edmonton Clinic; Mazankowski Alberta Heart Institute; Stollery Children's Hospital; TB Central Services; University of Alberta Hospital; Zeidler Centre; East Edmonton Health Centre; Addiction & Mental Health Bed Management

eCLINICIAN TRANSITION
 Ambulatory clinics

PORTALS
 Connect Care Patient Portal; Connect Care Provider Portal

PHARMACY & DI
 Sites in: Urban and Suburban Edmonton

ALBERTA PRECISION LABS
 Sites in: Edmonton; All Edmonton Pathology; All DynaLIFE in Alberta; Cross Cancer Institute; Lab and Transfusion Medicine



LAUNCH 2 - LAUNCHED ON OCTOBER 24, 2020

EDMONTON ZONE
 Suburban acute and combined acute and long term care sites; Continuing Care (intake/transition)

PROVINCIAL PROGRAMS*
 Interim Dialysis and Renal Care (Walter C. Mackenzie Campus only)

PHARMACY & DI
 Sites in: Suburban Edmonton

ALBERTA PRECISION LABS
 Sites in: Suburban Edmonton

LAUNCH 3 - LAUNCHED ON APRIL 10, 2021

NORTH ZONE
 Acute and combined acute and long term care sites; Continuing Care (intake/transition) encompassing the former Peace Country Health Region; Fort Vermilion; High Level; La Crete

PHARMACY ALBERTA PRECISION LABS & DI
 Sites in: former Peace Country Health Region; Fort Vermilion; High Level; La Crete



LAUNCH 4 - LAUNCHED ON MAY 28, 2022

CALGARY ZONE
 Alberta Children's Hospital; Peter Lougheed Centre; Southern Alberta Forensic Psychiatric Centre (and associated forensic services); Rural acute and combined acute and long term care sites

URGENT CARE
 Sheldon M. Chumir Health Centre; South Calgary Health Centre; Airdrie; Okotoks; Cochrane; including AMH Urgent Care sites; AMH rural ambulatory clinics

EDMONTON ZONE
 Glenrose Rehabilitation Hospital; Lois Hole Hospital for Women; Royal Alexandra Hospital; AMH Addiction/Residential Programs

PHARMACY & DI
 Sites in: Edmonton; Calgary including Central Production Pharmacy

ALBERTA PRECISION LABS
 Alberta Children's Hospital Genetics Services South Lab; Edmonton including Glenrose Rehabilitation Hospital; Royal Alexandra Hospital; Grey Nuns Hospital; Misericordia Community Hospital

LAUNCH 5 - LAUNCHED ON NOVEMBER 6, 2022

CALGARY ZONE
 Foothills Medical Centre (including associated clinics at Richmond Road Diagnostic & Treatment Centre)

CENTRAL ZONE
 Acute and combined acute and long term care sites; encompassing the former David Thompson Health Region including the Centennial Centre for Mental Health and Brain Injury and Sylvan Lake Advanced Ambulatory Care Service; AMH ambulatory services in the former David Thompson Health Region; Continuing Care (intake/transition)

NORTH ZONE
 AMH ambulatory sites encompassing the former Peace Country Health Region; Fort Vermilion; High Level; La Crete; Paddle Prairie; Rainbow Lake

PROVINCIAL PROGRAMS
 CancerCare Alberta North; CancerCare Alberta South; Kidney Care North; Kidney Care South

PHARMACY & DI
 Sites in: Calgary; former David Thompson Health Region

ALBERTA PRECISION LABS
 Sites in: former David Thompson Health Region



LAUNCH 6 - LAUNCHED ON MAY 6, 2023

CALGARY ZONE
 Rockyview General Hospital; South Health Campus Hospital; AMH Ambulatory sites

EDMONTON ZONE
 Alberta Hospital Edmonton; Grey Nuns Hospital; Misericordia Community Hospital; Villa Caritas

CENTRAL ZONE
 Acute and combined acute and long term care sites encompassing the former East Central Health Region, including AMH Ambulatory sites

PHARMACY & DI
 Sites in: Edmonton; Calgary including Outpatient MRI At South Calgary Health Centre; former East Central Health Region

ALBERTA PRECISION LABS
 Sites in: former East Central Health Region; Provincial Lab; all Calgary Zone

LAUNCH 7 - NOVEMBER 5, 2023

NORTH ZONE
 Acute and combined acute and long term care sites; home care; AMH ambulatory sites encompassing the former Aspen and Northern Lights Health Regions; Continuing Care (intake/transition); Community Palliative; Geriatrics; Supportive Living; Home Care

SOUTH ZONE
 Acute and combined acute and long term care sites encompassing the former Chinook and Palliser Health Regions; Continuing Care (intake/transition); Community Palliative; Geriatrics; Supportive Living; AMH ambulatory sites; Home Care

PHARMACY & DI
 Sites in: former Aspen; Chinook; Northern Lights; Palliser Health Regions

ALBERTA PRECISION LABS
 Sites in: former Aspen; Chinook; Palliser Health Regions



LAUNCH 8 - MAY 4, 2024

AMH GROUP HOMES
 Edmonton Zone

COMMUNITY AMBULATORY
 Calgary, Central Zones; Pharmacy

CONTINUING CARE & SENIORS
 Calgary, Central Zones; Pharmacy

HOME CARE
 Calgary, Central, North Zones; Pharmacy

KIDNEY CARE ALBERTA
 Lloydminster

POPULATION & PUBLIC HEALTH Provincial and Zonal: Immunizations, Individual & Population Health Screening, Perinatal Child Health, Health Promotion & Harm Reduction, Sexual and Reproductive Health (including STI services), Oral Health

WORKPLACE HEALTH AND SAFETY
 Immunizations only

SUPPORTIVE LIVING
 Pharmacy

AFFILIATES
 Covenant Health; Carewest

LAUNCH 9 - NOVEMBER 2, 2024

AMH GROUP HOMES
 Calgary, Central, North, South Zones

COMMUNITY AMBULATORY
 Edmonton, North Zones; Pharmacy

CONTINUING CARE & SENIORS
 Edmonton, North, South Zones; Pharmacy

CORRECTIONS
 Provincial Correctional Facilities

HOME CARE
 South Zone; Pharmacy

POPULATION AND PUBLIC HEALTH Provincial and Zonal: Communicable and Notifiable Diseases, Medical Officers of Health

WORKPLACE HEALTH AND SAFETY
 Serology only

SUPPORTIVE LIVING
 Pharmacy

AFFILIATES
 Covenant Health; Capital Care Group; Carewest

Subject to Change June 7, 2023

Lessons Learned

1. Digital Transformation is relative to where you are currently
2. Stay focused on the business transformation
3. Be ready for speed bumps along the way

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Questions
