



NATIONAL HEALTH INFORMATION SYSTEMS

MINISTRY OF HEALTH

TRINIDAD & TOBAGO

August 2009



Trinidad & Tobago





Trinidad & Tobago





DEMOGRAPHIC

Trinidad and Tobago is a parliamentary democracy (following the Westminster model) and gained independence in 1962

A twin-island nation located at the southern end of the archipelago that forms the Caribbean

Located at 10 ½ degrees and Tobago is located at 11 degrees north latitude.

Both islands lie between 60 and 62 degrees west longitude, with the Caribbean Sea to the north-west and the Atlantic Ocean to the east

The climate is tropical.

Trinidad has an area of 4,828 square kilometers (1,864 square miles),



DEMOGRAPHIC

Tobago, which lies north-east of Trinidad, has an area of 300 square kilometers (116 square miles)

A thirty-one kilometer wide channel separates the two islands

The country is English-speaking and lies in close proximity to the South American mainland.

The mid year population estimate for Trinidad and Tobago for 2003 was 1,282,447.

The country has a multi-ethnic, multi-religious population.



Regional Health Authorities

The Regional Health Authorities Act of 1994 provided the legal framework for health sector decentralization

The Regional Health Authorities are the Ministry's main agents for the delivery of health service to the population

Four RHAs in Trinidad

- Northwest Regional Health Authority (NWRHA)
- North Central Regional Health Authority (NCRHA)
- Eastern Regional Health Authority (ERHA)
- South West Regional Health Authority (SWRHA).

One RHA in Tobago - Tobago Regional Health Authority (TRHA)

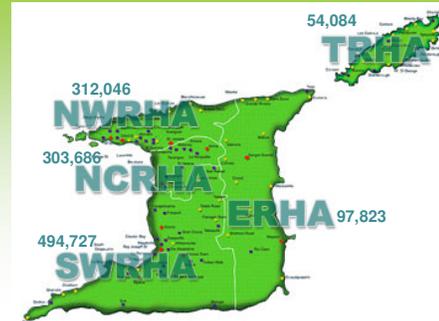
The Ministry of Health



The Minister of Health has Parliamentary responsibility for the health of the population of Trinidad and Tobago.

The Ministry of Health leads the Health sector by setting the national health agenda, developing legislation, regulation and financing

Regional Health Authorities



Vision 2020 for Health



A Nation empowered to live long, healthy, happy and productive lives



Transformational Plan



To achieve this the Ministry of Health has commenced a transformational plan to review its operations and reengineer its processes

Aim:

To improve its operational capability to better position itself to manage the health sector

To sustain improvements in the quality of health care.

Transformational Plan 3 Strategic Objectives



- To foster a healthy and productive population through preventive care
- To create and maintain a First World health care delivery system
- To develop and manage a comprehensive population based public health system

Achievement of the 3 Objectives Nine Strategies



1. MOH Institutional Reform
2. Strengthen Vertical Services
3. Upgrade Services and Infrastructure
4. Skills Development and Availability
5. Quality Service
6. Information and Communication Technology
7. Health Financing
8. Strengthen RHAs and other bodies
9. Continuous Improvement

Pillars of the Transformation Plan

The achievement of these strategic objectives will be built on the following pillars:

- a robust infrastructure development
- an efficient and effective human resources
- **an integrated information technology system**
- a continuous improvement measurement system
- a client centred environment
- dynamic health promotion
- active community participation and community health care

Our Goal

The **Transformational Plan** of the Ministry of Health is projected to transform our health system

Year	WHO ranking of Health Systems
2000	67 th
2013	30 th
2020	10 th

The Way Forward

New model of Health Care Management and Delivery

NHS to create and reward efficiencies

New efficiencies through Health Information Systems

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MINISTRY OF HEALTH

Plans & Status

Previous Studies

- The reform of the Health Sector (early 1990') the Health & Life Science Partnership report
- HSLP laid the foundation for the Health Sector Reform Programme (1995)
- Ernst & Young implementation plan (2002)
- Review & Update to the Strategic Health Systems Plan (National IT Director) (2006)
- IT Transition Plan (PriceWaterhouse) (2008)

Focus of the ICT Transition Plan

- 3-year plan for ICT in the Ministry to support: the business objectives and strategies of the Ministry and Regional Health Authorities
- To facilitate transformation of the Health Sector
- For the successful implementation of projects and Value for Money expenditure

The scope of the IT Transition Plan

- Plan and prepare the Ministry for the impact of ICT
- Establish a plan of work for parallel development of the primary institutions and development of appropriate ICT
- Build a solid foundation for ICT institution, process and technology infrastructure for future ICT development and expansion
- Facilitate change and transition management by allowing people to develop the ICT skills alongside institutional development

Strategic Issues and Challenges

ICT Vision and Strategy

- Redefined the ICT Vision for the Health Sector in the context of transformation
- Communicate an understanding of the future of ICT in the Health Sector.
- Integration with the private health sector
- Centralisation of ICT and the importance of information to support evidence-based planning

Strategic Issues and Challenges

ICT Governance

- Review the role of the Ministry as advisor and leader of ICT in the Health Sector for the effective use of ICT in the Sector
- Align of the Health Sector ICT organisation structure with the Ministry's business objectives and strategies

Strategic Issues and Challenges

Institutional Challenges in the Wider Health Sector

- Strengthen the institutional capability and capacity in the Ministry and the RHAs before any major ICT implementations.
- Transformation of structure, process and people.
- Technology implementation and institutional strengthening must be coordinated and planned together

Strategic Issues and Challenges

Change and Transition Management

- Collaboration and integration among key stakeholders
- Stakeholders must understand the challenges, limitations and gaps that exist in the current environment.
- Communication, collaboration and integration with respect to ICT
- Organisational change, especially culture change is necessary and critical to the success of ICT initiatives in the Sector.

ICT Transition - Key projects

1. Project and Change Management
2. Institutional Preparation
3. ICT Governance and Organisation Preparation
4. ICT Implementation Planning
5. Infrastructure and Applications Implementation

The Status of ICT



Project and Change Management

- Programme Mobilisation and Preliminary Planning
- Change, Transition and Communications Management

The Status of ICT



Institutional Preparation

- Foundational Computer Training
- Data Definition, Identification and Standardisation
 - Electronic Health Records Data Strengthening Project
 - Admissions-Discharge-Transfer Template sub-project
 - Pre-costing: Recurrent Expenditure and Utilisation of Regional (Health Authorities) Medical Services

The Status of ICT



ICT Governance and Organisation Preparation

- Develop a National Health Sector ICT Governance Framework and Organisation
- Design and Develop CITU and ICT Organisation Units at each institution (Ministry, RHAs)

The status of ICT



ICT Implementation Planning

- GovNet Backbone availability for use by Health Sector (Nov 2009)
- Review ICT Infrastructure and Applications status in the MoH, RHAs
 - Legislative Review and Recommendations with respect to ICT Issues
 - Ensure alignment with the National ICT strategy, Policy and Direction

The Status of ICT



Infrastructure and Applications Implementation

- Bed Bureau Dashboard (San Fernando)
- eHealth Card pilot for Registration, Encounter Information and Scheduling
- eHealth Implementation Communications Network for connecting Ministry, RHAs and Key Support Agencies

The status of ICT



Infrastructure and Applications Implementation

- Help Desk Implementation
- Planning and Implementation of FMIS at the RHAs
- Planning and Implementation of HR at RHAs
- Strengthening the HIV/AIDS system and integration into the National Health System

Schedule 3 year



Key Risks



Lack of ownership by key stakeholders	Shared ICT Vision and Strategy by stakeholders at the National, Institutional and Community levels.
High levels of unfamiliarity with computers and related technology	A structured training programme
The high degree of complexity of the Health Sector environment.	Definition of business processes, information needs and data requirements

Key Risks



Lack of stakeholder buy-in and management of expectations	Stakeholders must be clearly identified and their needs and expectations mapped
The stakeholder organisations in the Health Sector are not institutionally prepared	Change management and institutional strengthening must be a major and explicit component

Critical Success Factors



- **Stakeholder organisations must understand and embrace the Health Sector ICT Vision and Strategy.**
- **Stakeholders should be encouraged to participate in the process and communication with staff at all levels should be frequent.**
- **The Central IT Unit must have the institutional authority and institutional capability to lead ICT in the Health Sector**

Critical Success Factors



- **The stakeholder institutions must be strengthened institutionally (people and process) in order to be able to effectively adopt and use sophisticated information systems**
- **The Ministry leadership must be committed and visible in its support for ICT initiatives across the Sector**
- **Knowledge transfer and training for stakeholders across the Health Sector**

Onwards



- Steep Learning Curve
- High management expectations
- Increasing demand for services
- Implementation Anxiety
- Resources and expertise not easily and readily available
- Organization maturity
- Information exchange and knowledge sharing
- Partnership



Thank You