

***ENABLING eHEALTH
THROUGH INFORMATION ACCESS:
THE CASE FOR A PROVINCE-WIDE eHEALTH LIBRARY
IN ONTARIO***

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**Updated By: eHealth Team
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EXECUTIVE SUMMARY

Ontario needs a province-wide eHealth Library that would offer both a rich suite of health information resources to all health providers across the continuum of care, and links to quality, evaluated websites to the public. Such an eHealth library would enable eHealth through information access.

An eHealth Library should be an integral part of Ontario's eHealth vision as it aligns with and complements both the eHealth vision described in the Ontario eHealth Council's July 7, 2003 draft document: "Ontario eHealth Vision and Strategy – A Collaborative Strategy to a Healthier Ontario," (Draft Vision and Strategy) and the Ontario Hospital eHealth Council's (Hospital eHealth Council) July 2002 document: "An Ontario eHealth Blueprint and Strategic Agenda" (Blueprint). This paper recommends that a province-wide eHealth Library be recognized and supported by the Ontario eHealth Council because an eHealth Library will:

"Build and deploy... services that will facilitate timely and secure access to health information by any and all health care providers and citizens."

Ontario eHealth Council's draft Vision and Strategy, July 7, 2003

"Network, physically or electronically, all points of the health care system to enable appropriate access to health information."

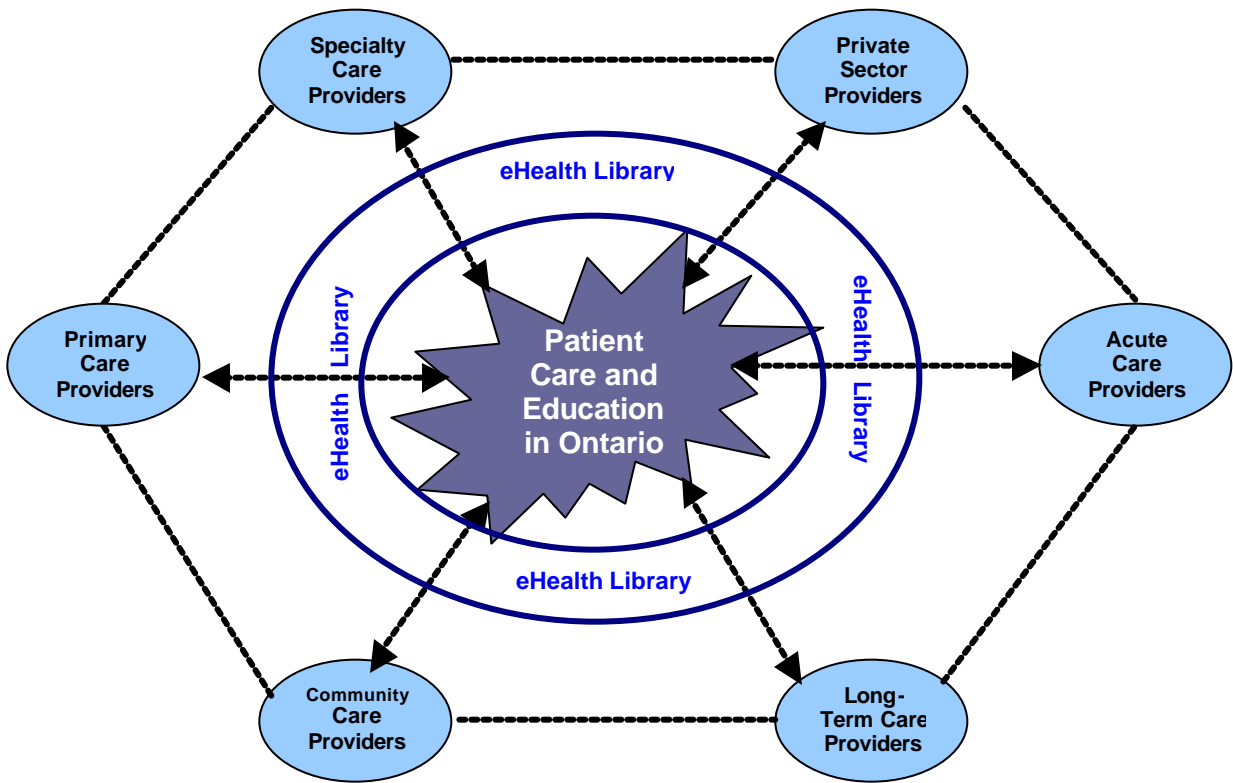
Hospital eHealth Council's Blueprint, July 2002

This paper also describes the current Ontario environment for health information access as one that is unequal across the continuum of care and unequal across geographic regions. Unfortunately, the majority of health providers in Ontario do not have the right information at the right time to enhance the delivery of patient care.

Seven key needs for a province-wide eHealth Library have been identified along with a comprehensive list of correlating benefits which can result from the implementation of an eHealth Library for Ontario health providers and the public. Also identified are constraints and dependencies which would be addressed in an implementation strategy / business plan.

In whole, this paper is expected to stimulate discussion among Ontario eHealth Council members on the merits and benefits of further developing this eHealth Library vision for Ontario. Potential next steps are outlined at the end of this paper to facilitate informed discussion on what would be entailed to move this initiative forward.

Figure 1: Enabling eHealth Through Information Access



INTRODUCTION

This paper, prepared by the Ontario Hospital eHealth Council's (Hospital eHealth Council) eHealth Library Working Group (eHLWG) and revised by the eHealth Team Lead of the eHLWG, outlines the case for a province-wide eHealth Library. The purpose of the paper is to stimulate discussion among Ontario eHealth Council members that will lead to a decision on whether or not the province-wide eHealth Library initiative should be further progressed.

The document is structured as follows:

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OVERVIEW OF PROPOSED PROVINCE-WIDE eHEALTH LIBRARY

The proposed province-wide eHealth Library will provide universal access via the Smart Systems for Health Agency's (SSHA) secure network, to quality health care information to health providers across the continuum of care and links to quality, evaluated health information to the Ontario public.

This one-stop shop of health resources will:

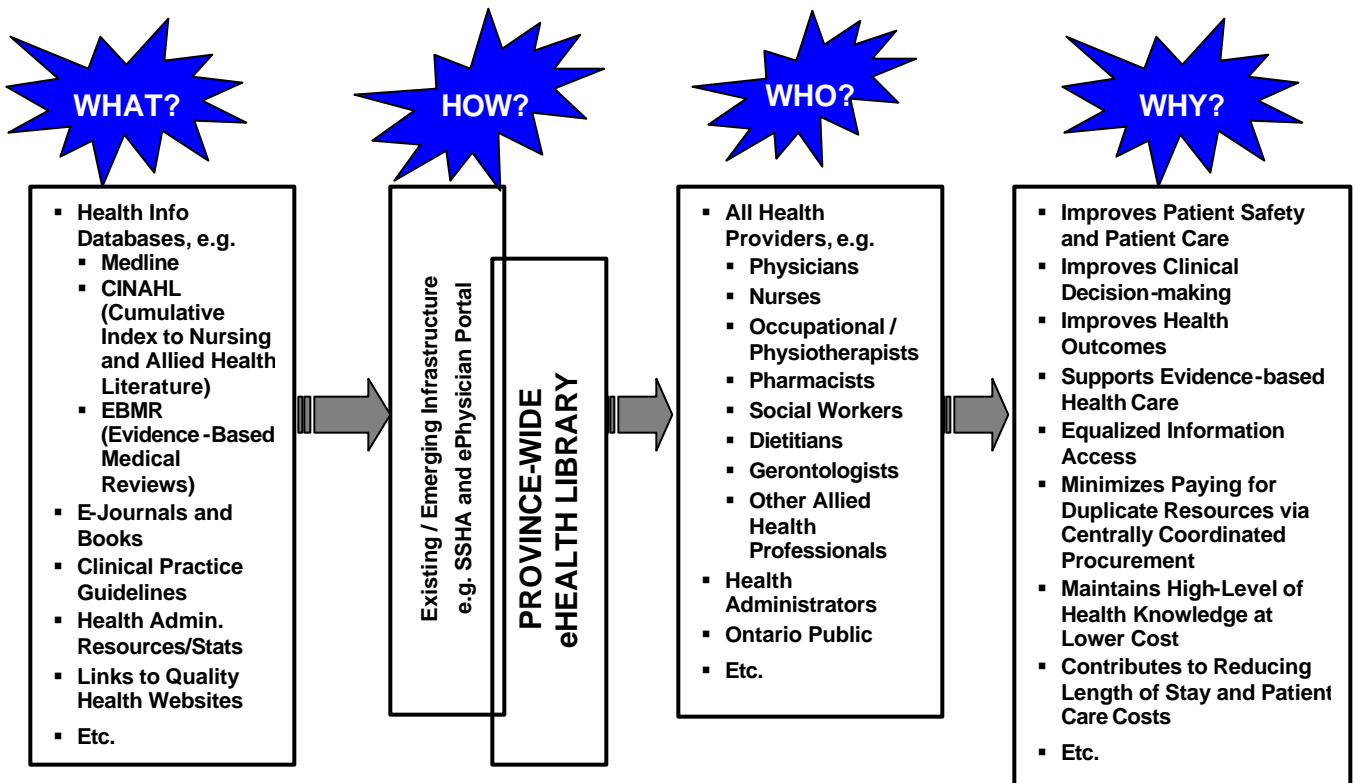
- Leverage existing or emerging infrastructure and/or virtual library models
- Make the best use of limited health dollars while maintaining a high-level of health knowledge by leveraging economies of scale and volume-buying power to negotiate province-wide licenses for information resources
- Facilitate evidence-based practice by health providers
- Enable health providers to make timely and informed clinical decisions at the point of care
- Enable province-wide dissemination of best practices and clinical practice guidelines to all health providers
- Assist health organizations in becoming learning organizations to be in step with the information age by:
 - Empowering health providers to keep abreast of the rapidly changing information in health care, including health-related research and studies
 - Facilitating web-based, self-directed, continuing education programs
- Provide quick and easy access from work or home, 24 hours a day, 7 days a week, 365 days a year, i.e. 24/7/365 access
- Be supported through user training, e.g. search engine and database navigation, via a cost-efficient combination of health sciences librarians, and technology, e.g. web/computer-based training and tools
- Be supported with on-line and call centre helpdesk support via centralized health informatics expertise

- Enable the Ontario public to manage their own health care by making available links to existing websites that contain accurate and reliable health information, e.g. preventive care, and disease-related information

The content of the proposed province-wide eHealth Library will include key health information resources and clinical decision-support tools. For example:

- Health information databases, such as Medline, CINAHL (Cumulative Index to Nursing & Allied Health Literature) and EBMR (Evidence-Based Medicine Reviews)
- Full-text electronic journals
- Clinical practice guidelines
- Full-text electronic books
- Drug information guides
- Patient educational handouts
- Health administration resources
- Health statistics
- Links to quality, evaluated health care websites, such as the province’s Healthy Ontario, municipal resources like the Toronto Public Library Consumer Health Information Service, and national based resources such as the Canadian Health Network.

Figure 2: The Case for a province-wide eHealth Library for Ontario



Strategic Fit

Alignment with Ontario eHealth Vision:

A province-wide eHealth Library aligns with both the Ontario eHealth Council and the Hospital eHealth Council’s eHealth vision as outlined in its respective documents: “Ontario eHealth Vision and Strategy – A Collaborative Strategy to a Healthier Ontario” (Draft Vision and Strategy) and “An Ontario eHealth Blueprint and Strategic Agenda” (Blueprint).

Figure 3: Table illustrating how eHealth Library aligns with Ontario eHealth Council’s Vision and Strategy

Ontario eHealth Council’s Vision & Strategy: ¹	How province-wide eHealth Library aligns:
<ul style="list-style-type: none"> ▪ To advance health care... through a high quality system that is easily accessible for all Ontarians ▪ Build and deploy... services that will facilitate timely and secure access to health information by any and all health care providers and citizens ▪ Focusing on improving healthy outcomes for Ontarians 	<ul style="list-style-type: none"> ✓ Will provide quick and easy 24/7/365 access via SSHA secure network to: <ul style="list-style-type: none"> ▪ Evidence-based health care information, and clinical practice guidelines to health providers across Ontario – access to a rich suite of resources will improve health outcomes ▪ Links to quality, evaluated health care websites for Ontario’s citizens ✓ Addresses access issues that have the potential to improve health outcomes and satisfaction with the health care system*
<ul style="list-style-type: none"> ▪ eHealth is modernizing health system methods and technologies to increase the quality, timeliness, and efficiency of health service to all Ontarians 	<ul style="list-style-type: none"> ✓ Will harness information and technology to facilitate informed decision-making and improve health outcomes by providing access to knowledge-based information in the right form, to the right individual, at the point of decision-making*
<ul style="list-style-type: none"> ▪ Coordinating the myriad stakeholders who contribute to the overall service excellence and long term sustainability of the Ontario health system 	<ul style="list-style-type: none"> ✓ Is collaborative and will share information and best practices across the continuum of care* ✓ Will advance successful, sustainable, positive change in health care through a coordinated approach across a multitude of diverse stakeholders*
<p>* <u>Note:</u> These are paraphrases of points contained in the Hospital eHealth Council’s Blueprint, which not only serve to demonstrate alignment between the Ontario eHealth Council’s vision and strategy and the proposed eHealth Library initiative, but also alignment between the Ontario and Hospital eHealth Councils’ eHealth visions.</p>	

¹ Draft Vision and Strategy, Ontario eHealth Council, July 7, 2003

Figure 4: Comparison table of how eHealth Library parallels Hospital eHealth Council's eHealth system enablers

An eHealth system will enable: ²	A province-wide eHealth Library will enable:
<ul style="list-style-type: none"> ▪ Providers to provide safer, efficient, more informed care 	<ul style="list-style-type: none"> ✓ Providers to provide safer, efficient, more informed care By: Providing quick and easy access to evidence-based health care information, decision-support tools, best practices and clinical practice guidelines
<ul style="list-style-type: none"> ▪ Health system managers to provide better care environments for providers and consumers 	<ul style="list-style-type: none"> ✓ Health system managers to provide better care environments for providers By: Providing 24/7/365 internet access from anywhere, e.g. work or home
<ul style="list-style-type: none"> ▪ Government to allocate scarce resources based on Ontarian's health needs 	<ul style="list-style-type: none"> ✓ Government to allocate scarce resources based on Ontarian's health needs By: Leveraging economies of scale and volume-buying power to procure health information resources that will help maintain a high-level of health knowledge
<ul style="list-style-type: none"> ▪ A consumer to access and manage their health and care in a more informed and active way 	<ul style="list-style-type: none"> ✓ A consumer to manage their health and care in a more informed and active way By: Making available accurate and reliable health information to the public to manage their own health care
<ul style="list-style-type: none"> ▪ Ontarians to achieve better health 	<ul style="list-style-type: none"> ✓ Ontarians to achieve better health By: Improving health outcomes as a result of bullet points 1 and 4

² Blueprint, p. 12, Hospital eHealth Council, July 2002

Alignment with Federal Objectives / Initiatives:

The province-wide eHealth Library aligns with federal objectives, as it will meet the need stated in the Romanow report, i.e. "Provide better health information to Canadians, health care providers, researchers and policymakers – information they can use to guide their decisions."³

For example, the eHealth Library will enhance and support the federal initiative of a pan-Canadian Electronic Health Record (EHR), by enabling seamless access to evidence-based health information with the EHR. This will mean that health providers can make the best decisions for their patients at the point of care.

In addition, a province-wide eHealth Library would help build the foundation for a National Network of Libraries for Health (NNLH), a Canadian Health Libraries Association (CHLA) proposal, which has been presented to Canada Health Infoway Inc. (CHII) for possible development.

Given the above strategic fit with the Ontario eHealth Council and Hospital eHealth Council's eHealth visions, and the federal objectives/initiatives, it is recommended that the Ontario eHealth Council support and advocate for an Ontario-wide eHealth Library project to be further progressed.

³ Romanow Report – Building on Values, The Future of Health Care in Canada, p. 110 (2002)

CURRENT ENVIRONMENT

Other Jurisdictions:

A preliminary scan of other jurisdictions found that there are eHealth Libraries or proposed initiatives similar to the province-wide eHealth Library that is described in this paper. The following are just some of the existing or proposed models in other jurisdictions, which demonstrate, recognize and support the need for a province-wide eHealth Library.

Looking internationally, the UK has its National electronic Library for Health (NeLH). A quick scan of the NeLH website (see <http://www.nelh.nhs.uk/>) shows a comprehensive suite of resources, including databases such as the Cochrane Library, which is freely available to National Health Services (NHS) staff, patients and the public in England. This is a model that will require further examination to leverage best practices and to assist in any development of an implementation strategy for an eHealth Library in Ontario.

Within Canada, Newfoundland already has a province-wide eLibrary that is available to health providers and the public (see <http://www.med.mun.ca/nlhkin/>). The Newfoundland and Labrador Health Knowledge Information Network (NLHKIN) is run and funded by pooling membership fees with Memorial University of Newfoundland (MUN) Health Sciences Library budgets. This funding arrangement where access is constrained by user fees has resulted in slower user uptake.

In Alberta, a proposal was submitted in September 2002, to extend the existing Health Knowledge Network (HKN), a joint initiative of the Universities of Calgary and Alberta, to provide all Alberta health authorities with electronic health information across the Alberta Supernet. Currently, 6 of 17 health authorities have access to the HKN (see <http://www.ucalgary.ca/hkn/>). Alberta is proposing province-wide access to health information to all health providers.

The above initiatives are just a sampling of what other jurisdictions have implemented already, or proposed. Given this, it is clear that the need for a broad-based eHealth Library is not unique to Ontario. However, other jurisdictions have taken steps to answer their constituents' needs, and ultimately, both health providers and the public will benefit, or are benefiting already from these jurisdictions' leadership in eHealth.

Ontario:

The current environment in Ontario is one where health providers, whether working in hospitals, long-term care facilities, physician offices, Community Care Access Centres (CCACs), District Health Councils (DHCs), or specialized care networks, all require access to health care information resources.

Yet, access to electronic resources and library services range from no access to varying degrees of access to whatever is "free" on the Internet. In addition, some health providers in Ontario have several access points to library services and electronic resources, which means unnecessary duplication. Three key reasons for this disparity and inefficiency are:

- A lack of a common, coordinated vision
- A lack of IT infrastructure
- No affiliation to institutional library service providers

- A lack of funding or budget constraints.

Existing virtual library models in Ontario are the Northern Ontario Virtual Library (NOVL), the virtual libraries at the University Health Network, which serves 4 teaching hospitals in Toronto, and at the Quinte Healthcare Corporation-Queen's University eLibrary Partnership, which serves 4 community hospitals in Southeastern Ontario. Based on usage surveys and statistics, these virtual libraries are well used by health providers that currently have access. The URLs or website links for these three virtual libraries are:

- <http://www.novl.ca/>
- <http://www.uhn.ca/education/library/pages/links.htm>
- <http://library.queensu.ca/webmed/qhc.htm>

However, there is significant variance in availability of the electronic resources for different types of health providers, i.e. access to electronic information is either non-existent or differs for physicians, nurses, occupational/physiotherapists, social workers, dietitians, pharmacists, et al.

As a result, the majority of Ontario health providers do not have the right information, at the right time to enhance the delivery of patient care. It cannot be stressed more emphatically, that access to current evidence-based health information is critical to supporting safe practice and clinical decision-making at the point of care. In addition, access to information regarding new models of care, health and health system research, critical pathways and best practices is key to enabling the eHealth vision.

The solution to this fragmented and untenable situation in Ontario is a province-wide eHealth Library that offers a rich suite of health information resources to all health providers across the continuum of care.

NEEDS AND BENEFITS

The following will serve to clearly define the specific needs in Ontario, and demonstrate the benefits of a province-wide eHealth Library in meeting these needs.

1. **Need to provide equal and universal access to health information resources to all Ontario health providers**

Benefits:

- Improves clinical decision-making across the continuum of care
- Links health providers in both urban and rural or remote communities to an integrated, and consolidated, province-wide health information network
- Equalizes access for rural and urban communities, large and small organizations, teaching hospitals and community hospitals, hospital providers and community-based providers, physicians and other health care professionals
- Enhances recruitment and retention of health professionals by ensuring equal access to up-to-date, leading-edge health information
- Fosters innovative and creative alternatives for health care delivery and resource management
- Enhances inter-disciplinary team approach and breaks down barriers that separate health providers
- Supports life-long learning needs of health providers
- Improves health providers' quality of life through access to health information resources at any time from home or work, i.e. minimizes their need to stay at work late or in the evenings or on weekends to search for required information
- Provides a 'new-way of doing things' for health providers
- Identifies the Province and OHA as leaders in the provision of knowledge support to improve health care

2. **Need to provide all Ontario health providers with timely (24/7/365) and seamless access to a rich suite of health information resources, including evidence-based health information, clinical decision support tools, clinical practice guidelines, and best practices**

Benefits:

- Improves patient safety and patient care, e.g. "Eighty-eight percent of reporting physicians agreed that information from the library contributed to higher quality care."⁴
- Improves health outcomes, and overall population health, e.g. "Impact of the virtual health sciences library showed... the impact of information... resulted in avoidance of adverse health events."⁵

⁴ Fischer WW, Reel LB., TQM in a Hospital Library, Bulletin of the Medical Library Association 80(4):347-52, 1992 Oct.

⁵ Richwine, MP, McGowan JJ., A Rural Virtual Health Sciences Library Project, Bulletin of the Medical Library Association 89(1):37-44, 2001 Jan.

Benefits - cont'd:

- Supports evidence-based health care and best practice principles
- Provides an authoritative source of organized and synthesized health information
- Provides a significantly broader range of information resources to all health disciplines
- Provides the opportunity to enhance health providers' clinical / health information knowledge
- Enables health providers to keep abreast of rapidly changing health information

3. **Need to make the best use of limited health dollars by leveraging economies of scale and volume-buying power to negotiate province-wide licenses for information resources**

Benefits:

- Maintains a high-level of health knowledge across the province at a significantly lower cost to the overall health system
- Achieves cost savings at the operational level to enable organizations to reallocate monies saved to other health priorities
- Alleviates the paucity of health information resources due to budget constraints
- Minimizes paying for duplicate resources through centrally coordinated procurement of vendor supplied resources

4. **Need to provide a common set of health information resources across the province to all Ontario health providers**

Benefits:

- Contributes to an integrated and evidence-based health care system in Ontario, that will reduce length of stay and patient care costs, e.g. A landmark study found that: "Changes in the following specific aspects of care were reported by physicians:... reduced length of stay (19%)...the library contributed to their ability to avoid the following: hospital admission (12%), patient mortality (19%), hospital-acquired infection (8%), surgery (21%), and additional tests or procedures (49%)."⁶
- Minimizes unnecessary duplication of health information resources
- Ensures health providers have access to the same high-quality health information
- Links to quality, evaluated web sites to which health providers can refer patients, fosters an environment in which patients can be better involved in decisions regarding their health care
- Fosters information management skills

⁶ Marshall JG., The Impact of the Hospital Library on Clinical Decision Making: the Rochester Study, Bulletin of the Medical Library Association 80(2):169-78, 1992 Apr.

5. **Need to leverage existing and/or emerging infrastructures and models, such as SSH, and ePhysician Portal**



Benefits:

- Eliminates the need for proxy servers
- Reduces technological infrastructure challenges
- Streamlines administrative functions
- Ensures an integrated provincial model
- Reduces financial cost of implementation by minimizing duplication

6. **Need to provide opportunities for health professionals to engage in continuing education**



Benefits:

- Enables health providers to meet educational obligations as per the Regulated Health Professions Act (RHPA) via easy 24/7/365 access to web-based continuing education opportunities
- Encourages additional learning via convenient e-environment as a platform for health care education resources

7. **Need to provide the public with links to websites which contain accurate and reliable health information**



Benefits:

- “85% of patients want more information about their medical condition, and research shows that improved patient outcomes result from information sharing”⁷
- Enables patient self-care, e.g. for chronic illnesses
- Minimizes the current risk of the public being guided by misleading, inaccurate and incomplete health information on the Internet⁸

⁷ National electronic Library for Health, SOC for the NeLH, July 21, 2000

⁸ Press Release, International Survey: Web Credibility a Global Concern, Consumers International, Nov. 4, 2002

PROVINCIAL LICENSE FOR APPROPRIATE SUITE OF RESOURCES : PRELIMINARY FINDINGS

Preliminary research on the cost of a provincial license has been undertaken with Wolters Kluwer Health, a world leader in providing electronic information to the medical community. Wolters Kluwer Health includes the various health information resources available to subscribers under Ovid Technologies, Lippincott Williams & Wilkins, etc.

Wolters Kluwer Health has provided pricing based on their experience with similar models (Kaiser and New South Wales (NSW)) to the proposed Ontario-wide eHealth Library described herein. The pricing is based on 150,000 health care providers – this is an estimate that the SSHA uses for their Secure Messaging Infrastructure (SMI) initiative and the ePhysician Project used in their Request For Proposal (RFP) for the ePhysician Portal.

Depending on the model that would be adopted for the eHealth Library, the annual cost of a provincial license based on volume-buying power and economies of scale can range from US\$2.9 Million (Kaiser Model) to US\$3.8 Million (NSW Model). Such a provincial license would provide a comprehensive suite of resources that can be accessed 24 hours a day by all 150,000 health providers across Ontario from anywhere they need it – hospital, office, or home.

In comparison, the total estimated annual cost of current single site licenses or group licenses for Ovid subscribers is US\$2.7 Million. Under these licenses, only 50% to 60% of Ontario health providers (none of which are providers in remote areas or allied health providers such as Community Care Access Centres) have access to a small fraction of the tremendous collection of health information resources that exists today. Further, the US\$2.7 Million currently being paid is only representative of Wolter Kluwers Health arrangements. It does not include the additional cost of licensing arrangements with other health information publishers.

The above demonstrates that if a provincial license were to be established under the Kaiser model, for a mere US\$200,000 more per year, 150,000 health providers across Ontario could have full access to a comprehensive suite of key resources versus the current situation of approximately 80,000 health providers centred mainly around urban areas having access, for the most part, to no more than a very limited suite of resources.

Based on the above preliminary findings regarding the potential cost savings that can be realized through the eHealth Library's provincial licensing concept, it is recommended that a provincial license be established for an Ontario-wide eHealth Library to make the best use of limited dollars by leveraging economies of scale and volume-buying power.

LEVERAGING SSHA SECURE NETWORK OR ePHYSICIAN PORTAL: DISCUSSION POINTS

The ePhysician Portal project is a joint effort between the MOHLTC, SSHA, OMA e Services, and the Ontario Family Health Network/ePhysician Project (OFHN/ePP). As outlined in the ePhysician Portal's Request For Proposal (RFP), the ePhysician Portal is being developed as the base portal (model) for future health sector portals that may be hosted on the SSHA network infrastructure.

An informal meeting with the ePhysician Portal project has led to the following discussion points that will require further investigation.

1. It is possible and reasonable for the ePhysician Portal project to be expanded in scope to include the eHealth Library as described herein. The following are only some of the points that must be taken into consideration:
 - Although the intent of the ePhysician Portal is to serve the broader health care sector in the longer term, it is unlikely that scalability in terms of the combination of 150,000 users and a comprehensive suite of health information resources as proposed for the eHealth Library was planned for
 - Ownership and operation of the ePhysician Portal will be transitioned to OMA e Services over the next twelve months:
 - Would it be feasible for the eHealth Library to reside on the ePhysician Portal through some form of public private partnership?
 - Would Infoway funding be more readily realized through such a partnership
 - Registering, authenticating and granting access to the ePhysician Portal will be enabled by SSHA's Public Key Infrastructure (PKI), which has yet to be tested for the 24,000 physicians let alone a total of 150,000 health providers
 - Call centre support for the ePhysician Portal is intended to provide technical support to users – can it be expanded to accommodate the eHealth Library concept, which envisions a call centre that provides centralized health informatics expertise in addition to its proposed on-line support?
 - ePhysician Portal contracts currently being negotiated with content providers are for short terms – but still may need to renegotiate contracts to ensure full benefits of a provincial license for appropriate suite of health information resources
 - Would OMA e-Services be prepared to rename the ePhysician Portal for clarity that the portal is for all health providers, and for user perception?

2. Another option is to build a separate portal on the SSHA network specifically for the eHealth Library initiative. The following are only some of the points that must be taken into consideration:
 - Although the ePhysician Portal would serve as a base model where lessons learned and best practices can be leveraged, there would be significant development costs and it would take time to develop and test
 - Can consider acquiring services (e.g. portal development/systems integration services, management consulting, facilities management, and Tier-1 and Tier-2 support) from a vendor of record that has been established by SSHA through their Portal RFP, which may save competitive procurement related time and costs
 - Who would be the owner and operator of an eHealth Library portal?

- SSHA's current position is that they will not be involved in providing Tier-1 support for applications or portals hosted on their network, but they will provide Tier-2 support for calls regarding their registration application or network infrastructure. Given this, how will Tier-1 support be addressed for the eHealth Library users?
- Would a separate call centre infrastructure have to be developed, or would it be possible to expand the ePhysician Portal's call centre and pay OMA e-Services for the use of the service?

CONSTRAINTS AND DEPENDENCIES

The constraints and dependencies identified below will be addressed when the implementation strategy / business plan is developed.

Constraints:

1. Suite of information resources must be dynamic vs. static to meet evolving needs, and will need to be evaluated and procured on an ongoing basis to ensure currency – *will need to research web-based tools that track usage, survey users, and develop sustainable funding model*
2. Considerable on-going training and support will be required – *will need to research web-based training tools including development of tools by vendors and feasibility and costs of centralized expertise for on-line and call centre helpdesk support*
3. Smaller and relatively inexperienced organizations would require administrative and technological adjustments – *will need a change management strategy*
4. Not all information resources needed by health providers exist electronically – *will need a communication strategy to build awareness of other available information sources and provide source list and contacts on eHealth Library website*
5. Possible negative perception of the necessary change to existing health organizations' electronic resources arrangements – *will need a change management and communication strategy*

Dependencies:

1. Need to collaborate and coordinate with existing Ontario health libraries and health library service providers to integrate a province-wide eHealth Library – *this can also be viewed as a strength, i.e. can leverage infrastructure and expertise as appropriate*
2. Need to align and integrate, when and where appropriate, with existing/emerging infrastructure/models, e.g. SSHA, ePhysician Portal, NOVL, NNLH – *will be taken into account in development of implementation strategy*

POTENTIAL NEXT STEPS

1. Research and develop enabling infrastructure for granting access points to provincial eHealth Library services, e.g. leverage ePhysician Portal or develop another instance of a portal on the SSHA secure network
2. Research existing/emerging electronic library models to determine best practices and lessons learned
3. Establish provincial license for an appropriate suite of health information resources, including developing vendor strategy for health providers with existing licensing arrangements
4. Develop implementation strategy, including reviewing different possible approaches, e.g. phased rollout – regional-based or health provider-based, basic/full suite of resources with/without links to other health websites – phases to be determined through a prioritization process
5. Develop funding strategy, including cost/benefit analysis
6. Develop communications and change management strategies, as appropriate

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- **Vivien Ludwin** (Chair), Director, Bracken Health Sciences Library, Queen's University
- **Janet Burn**, Clinical Practice Leader, Northumberland Health Centre
- **Joanne Muellenbach**, Director, Northern Ontario Virtual Library
- **Shahida Rashid**, Director, Library Services, Sunnybrook & Women's College Health Sciences Centre
- **Jan Richardson**, Vice-President, Human Resources and Medical Affairs, Quinte Healthcare Corporation
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