

California Health Care
Safety Net Institute

Public Hospitals & Health Systems CIO & CMIO Convening

Thursday, May 21, 2015
9:00-2:00

Agenda

Time	Topic
8:30-9:00	<i>Breakfast</i>
9:00-9:20	Welcome & Introductions
9:20-10:00	Crosswalk of Member Data Priorities
10:00-10:15	<i>Break</i>
10:15-12:00	Opportunities to Collaborate
12:00-1:00	<i>Lunch & Networking</i>
1:00-1:45	Discussion: Mission & Vision
1:45-2:00	Next Steps



WELCOME & INTRODUCTIONS



Welcome

- About the California Health Care Safety Net Institute
- **PHS 2020 Vision:** to become models of integrated care that are high value, high quality, patient-centered, efficient and equitable, with great patient experience and a demonstrated ability to improve health care and the health status of populations
- Recent SNI site visits confirmed data analytics as key opportunity area



Today's Objectives

1. What is scope of work best tackled together?
 - Common strategic initiatives
 - Common pain points
2. How to take action?
 - Proposed SNI support
 - Other possible interventions



Introductions

- Name
- Role
- Hospital/health system



Housekeeping

- **Thank you** to Alameda for hosting!
- Packet materials
 - Travel reimbursement forms (send to Abby Gonzalez, agonzalez@caph.org)



Agreements for Today

- Parking lot
- Confidentiality
- One person speaks at a time
- Cell phones on buzz
- Everyone's input encouraged



CROSSWALK OF MEMBER DATA PRIORITIES



Background

- SNI developed Pre-Convening Questionnaire
 - Thanks to Winona for helping
- As we present results, please clarify what does or does not resonate with you



Questionnaire Background

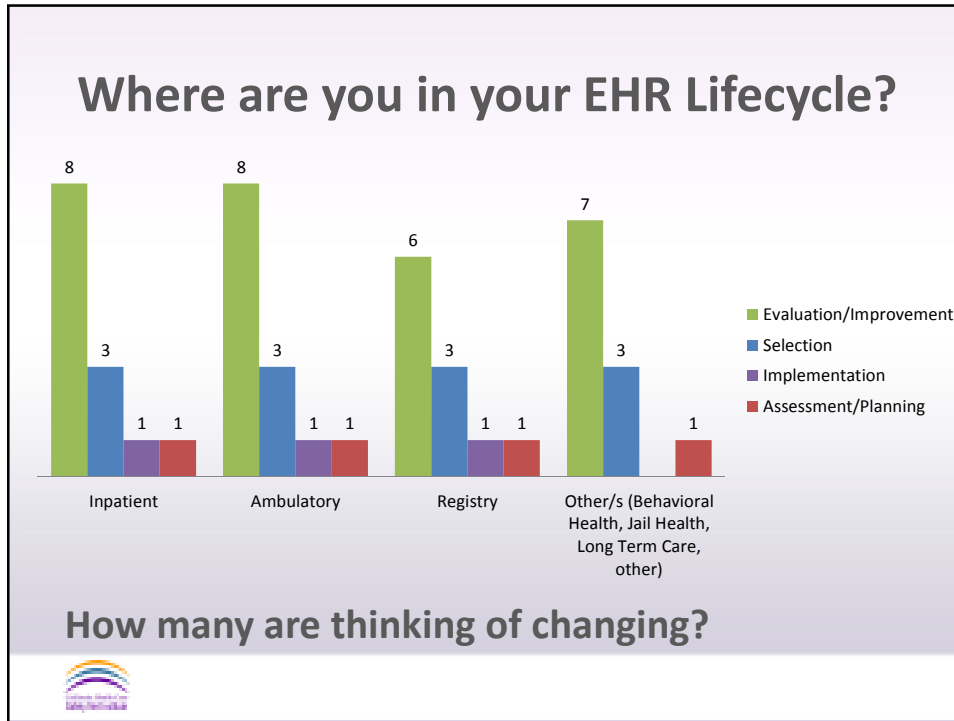
- Questionnaire was conducted by SNI in May 2015
- 46 questions
- 12 respondents (6 CIO, 7 CMIO) representing 9 County PHS
 - Alameda Health System
 - Arrowhead Regional Medical Center
 - Contra Costa Regional Medical Center
 - Natividad Medical Center
 - San Francisco Health Network
 - San Joaquin General Hospital
 - San Mateo County Health System
 - Santa Clara County Medical Center
 - Ventura County Healthcare Agency
- 2 PHS responses not represented:
 - Kern Medical Center
 - Los Angeles County Dept. of Health Services



Current EHR Inpatient, Ambulatory, Registry

System	Inpatient	Ambulatory	Registry
Meditech	Alameda, Arrowhead, Natividad	Arrowhead, Natividad	Arrowhead
Cerner	Ventura, Los Angeles	Ventura, Los Angeles	Ventura
Soarian	Alameda, San Mateo		
EPIC	Santa Clara, Contra Costa	Santa Clara, Contra Costa	Santa Clara, Contra Costa
ADL	San Francisco		
ICCA	San Francisco		
INVISION	San Francisco		
Pulsecheck	San Francisco		
Watchchild	San Francisco		
NTT Data Optimum iMed	San Joaquin		
NextGen		Alameda	
Practice Fusion		Alameda	
Avatar		San Francisco	
eCW		San Francisco, San Mateo, San Joaquin	
i2i			San Francisco, San Joaquin, Los Angeles





What are your organization's top 5 data strategic initiatives?

Count	Area	Details
8	Technology	EMR selection, system development, implementation, interoperability
6	Data Governance	Data governance, definitions, security
6	Analytics	Analytics for operations, finance, managing population health
5	Population Health	Population Health
4	Data Warehouse	Data warehouse, data center
4	Integration	Integration of EMR across Behavioral Health, PCMH, county systems etc.
4	Staffing	Improve procurement process of IT and analytic staff
4	Clinical Quality	Improved care and patient health
3	HIE	HIE, data exchange
3	Patient Engagement	Improving patient engagement
3	Financial/Operational	Decreasing delays, costs, enhanced Revenue Cycle Management
2	DSRIP	DSRIP data reporting strategy/development
2	Access	Expand/improve access
2	Data Integrity	Better data, improved structured data entry
2	Data Visualization	Data visualization (dashboards)

What are your organization's top 5 pain points?

Count	Area	Detail
7	Reporting capacity	Inadequate reporting capacity to meet needs, limited clinical knowledge of report writers or of EHR, reports not matching needs
5	Staffing	Finding qualified staff to meet growing technology needs, high cost of employee benefits, CIO recruitment
5	Interoperability	Interoperability, multiple data stores,
4	Data-driven culture	Siloed workflows and information, lack of alignment between IT and Strategic Plan
3	Access to data	Inability to easily access data, siloed data
3	Capital/Resources	County-level support of hospital IT initiatives, lack of capital
3	EHR	EHR inadequacy, incomplete implementation, EHR 2.0 planning
3	Technology	Keeping up w/ new technologies, infrastructure maintenance, BYOD
3	Change Management	Employee change management, spread of new workflows, difficulty keeping pace with regulatory change
2	Access to care	Coordination in care, obstacles for patients seeking access to care
2	Data governance	Bureaucracy, IT security
2	Purchasing	EHR vendor acquisition, contract process
1	<i>Other</i>	Patient Engagement, Project Management, Business Intelligence, Data Integrity, Meaningful Use, Performance Monitoring, Privacy & Security

What are the top 5 ways you think collaboration could help your organization?

Count	Collaboration Areas	Details
19	Lessons Learned:	
11	General	Share expertise and lessons learned
3	EHR	Connect with others who use the same EHR vendor to identify successes; quantify the minimum level of EHR implementation that will be required to meet outcome measure reporting
3	Reporting	Better understand new outcome measurements and reporting, share dashboards, understand others' reporting writing team structure
2	Data Governance	Share ideas on data governance, prioritization of data requests, and building analytic skills throughout the organization
7	Procurement/ Contracting	Leverage vendor contracts, share RFP/RFQs and other procurement tools, possible shared EHR vendor
5	Shared services	Collaborate on analytics, pooling resources
3	Staffing	Strategy for HIT staffing, IT resource sharing/call coverage
3	Networking	Get to know IT leads
2	HIE	HIE collaboration, data sharing
1	Patient Engagement	Patient engagement strategy and tactics
1	Training	Training

***BREAK
15 MINUTES***



OPPORTUNITIES TO COLLABORATE

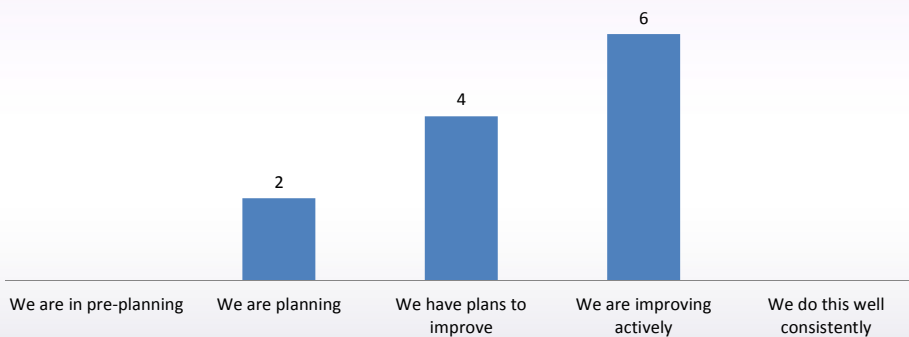


Today

- We're going to focus on a few key areas:
 - **Data Strategy/Governance**
 - **Data Analytics**
 - **Staff**
 - **Recruitment**
 - **Procurement**
 - Vendor Management
 - Population Management
 - Identity Management
 - Patient Engagement
 - E-Referrals
 - Privacy and Security
 - Languages



Data Strategy/Governance Questionnaire Results



Data Strategy

Data Governance

- Approach an organization has to becoming a data driven organization and managing its data assets
- Exercise of decision-making and authority for data-related matters
- Organizational bodies, rules, decision rights, and accountabilities of people and information systems as they perform information-related processes



Data Strategy/Governance

Data-Driven Organizations – SNI Support Program

- Conduct a self assessment of data driven culture
 - Establish baseline
 - Focus on greatest opportunity
- Each session includes the two following workshops
 - 1. Creating a Data Governance Structure**
 - Charter
 - Organization structure
 - Guiding Principles
 - Quality Issues
 - 2. Roadmap to Become Data-driven Culture**
 - Staffing models
 - Quality planning
- Consulting provided at organization level
 - Follow up on self assessment
 - Assistance with workshop follow up



Timeline

Data-Driven Organizations – SNI Support Program



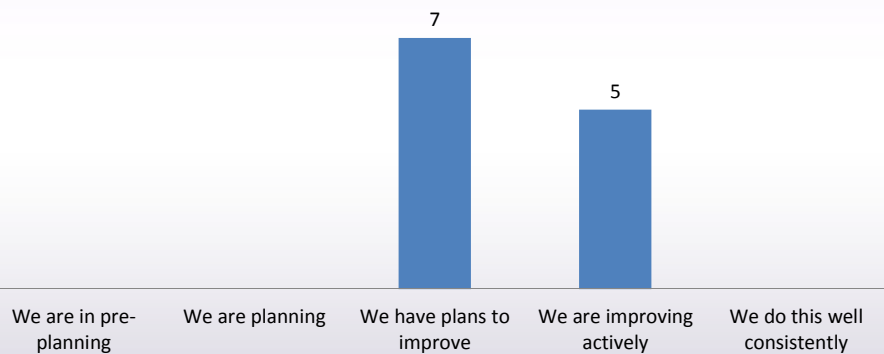
Logistics

Data-Driven Organizations – SNI Support Program

- Self Assessment offered to all member organizations
- Two sessions in June and July with 4 to 5 Organizations each
- 2 to 3 attendees per organization
 - Individuals with responsibility for data and/or quality
 - Business sponsor for enterprise applications e.g. CMIO



Data Analytics Questionnaire Results



Data Analytics

- Systemic use of data insights to drive decision making
- May be descriptive, predictive or prescriptive



Data Analytics Questionnaire Results

How would collaboration be useful for this area?

- Share best practices/lessons learned
 - Already working with San Mateo who to me seems to be a leader in this area. Learning more from them on how they are using dashboards in meaningful/actionable ways.
 - BI tools others are using
 - We are taking baby steps until our EMPI/HIE is implemented, want to know how we can MacGyver some simple bridging solutions together
 - Best use case for improvement
- Share resources, analytic skills & tools

What other support could you use?

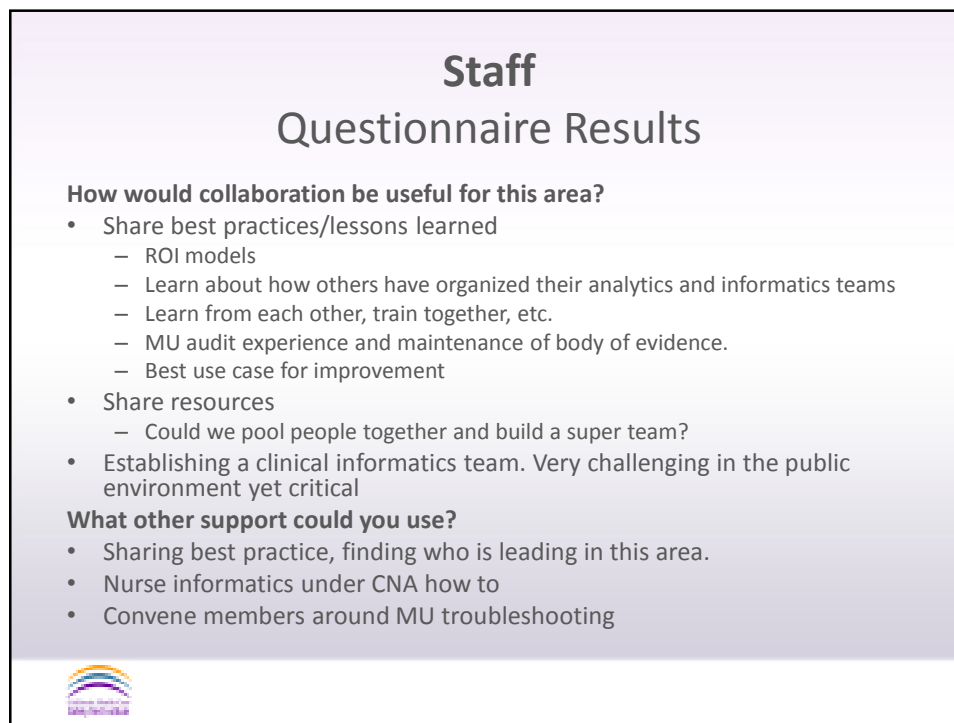
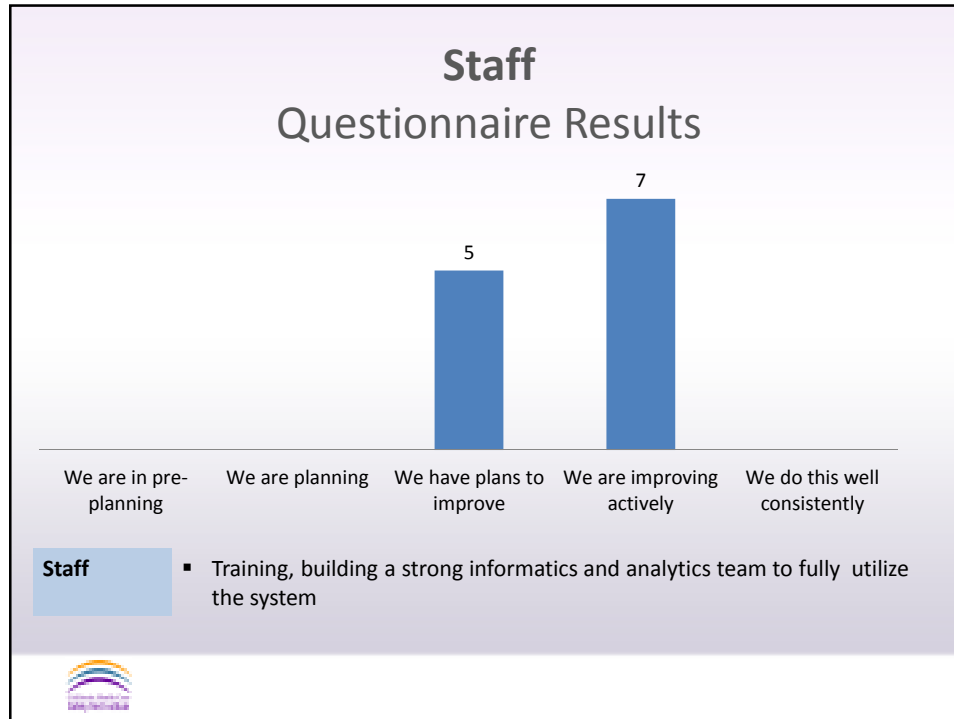
- Just forming our team and infrastructure to do this. What tools others have used, are tools like Qlik or Tableau providing value?
- Plans to implement predictive tools
- Formalized training for SQL programming and DB management skills



Data Analytics Discussion – Potential Support

- Is anyone currently collaborating on this topic? How?
- Sharing
 - Best practices
 - Lessons learned
 - Trainings
 - BI Tools
- Peer learning site visits
- Dashboards






Staff

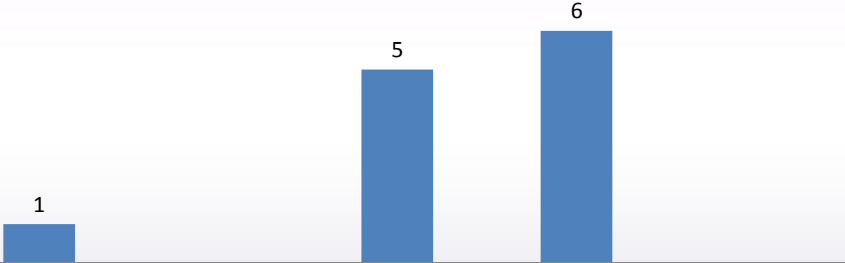
Discussion – Potential Support

- Is anyone currently collaborating on this topic? How?
- Sharing
 - Best practices
 - ROI models
 - Trainings
- Resource pool




Recruitment

Questionnaire Results



Response Category	Count
We are in pre-planning	1
We are planning	5
We have plans to improve	5
We are improving actively	6
We do this well consistently	6

Recruitment ■ HR, retention, job descriptions, civil service process



Recruitment Questionnaire Results

How would collaboration be useful for this area?

- Share best practices/lessons learned
 - Sharing experience we had with using a consulting firm to help us fill 20 vacancies very quickly and reduce overall cost.
 - We are standardizing job classifications and would like to explore how we can jointly seek for similar roles in different organizations
 - Learn about what others may be doing to speed recruitment and hiring. this is a big sore spot for us
 - Sharing recruitment tools and evaluation processes
 - Best use case for improvement

What other support could you use?

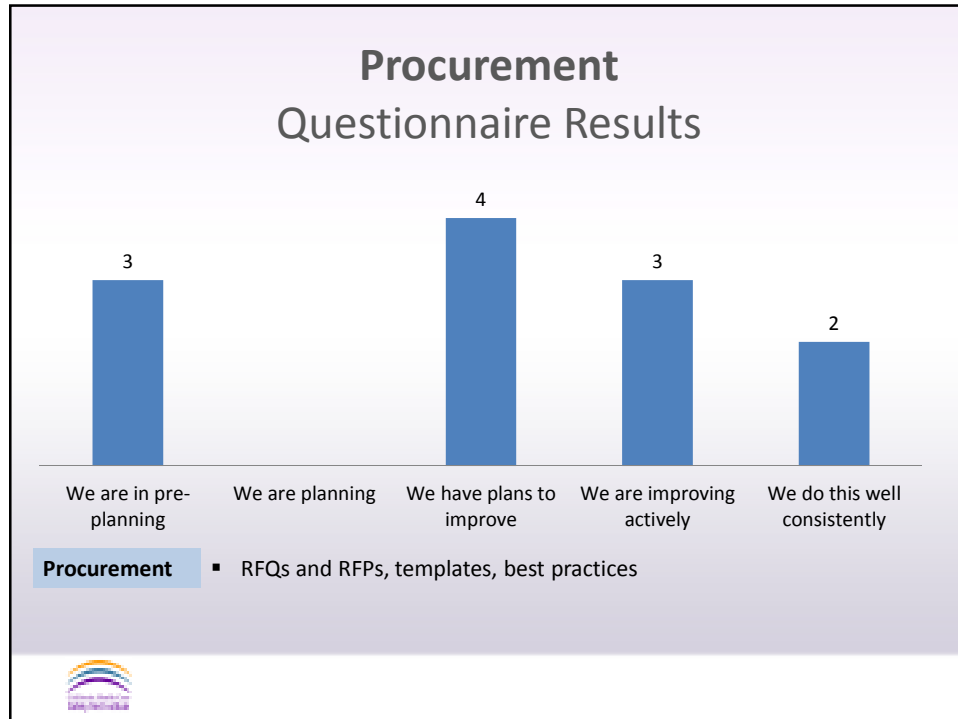
- Share org structures, job descriptions, educate HR officials about emerging roles
- Salary competition



Recruitment Discussion – Potential Support

- Is anyone currently collaborating on this topic? How?
- Sharing
 - Best practices
 - Efficient hiring in civil service environment
 - HR awareness of informatics needs
 - Job descriptions, org charts
- Other?






Procurement Questionnaire Results

How would collaboration be useful for this area?

- Share best practices/lessons learned
 - Curate content
 - This is another sore spot for us. Would like to hear what others may be doing to speed procurement cycles
 - Best use case for improvement
- Share resources
 - Vendor selection tools
 - We should create a simple repository of language that we all co-develop for RFIs, RFPs
- Use them only when I have to. Uncertain as to the real value of going through the process.



Procurement

Discussion – Potential Support

- Is anyone currently collaborating on this topic? How?
- Sharing
 - Completed/existing RFIs and RFPs
 - Create RFI, RFP templates/repository of language
- Who is interested?



Others areas to discuss?

- **Data Strategy/Governance**
- **Data Analytics**
- **Staff**
- **Recruitment**
- **Procurement**
- Vendor Management
- Population Management
- Identity Management
- Patient Engagement
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LUNCH



***DISCUSSION
MISSION & VISION***



Round Robin

- How do you want to stay informed and updated on areas discussed today?
- How do you want to continue developing this collaborative space?
- What is the best way to share content (best practices, webinars, trainings, etc.)?



NEXT STEPS



CALIFORNIA HEALTH CARE SAFETY NET INSTITUTE

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APPENDIX



Faculty – Point B

Data-Driven Organizations – SNI Support Program

Susan Kanvik – Senior Director MPH, Healthcare

- Susan has a 35 year plus track record in healthcare—specializing in healthcare informatics. Susan has been with Point B since 1999. Before joining Point B, she worked at Group Health Cooperative for 16 years in a variety of leadership positions in both Health Promotion and Information Technology. Earlier in her career, she worked in a diverse set of roles in rural Kentucky, the state of Utah and several regional community health programs.
- Susan holds a BS in Community Health Education, from the University of Utah, a Master of Public Health, from the University of Illinois, and a Certificate in Information Systems Management from City University.
- She has contributed to several publications and has spoken both at the national and local level on a variety of clinical and information technology topics.
- Susan was recognized by Consulting Magazine as one of the Top 25 Consultants in 2011.

Will Bryant – National Practice Lead for BI & Analytics

- Will has over 20 years of experience in information management – specializing in data governance, strategy, and architecture. He has worked for companies from start-ups to Big Four Consulting firms.
- His clients have ranged across industries – from small non-profits to Fortune 50 companies.
- Will holds a BS in Physics from the University of Hawaii and an MBA from the University of Pittsburgh. He also has PMP and Scrum certifications.
- Prior to getting his MBA, Will worked in medical physics research in UPMC's department of radiation oncology.
- He has spoken to local and national audiences and published a number of articles on building organizational capabilities in data governance and master data management.

