

CIO/CMIO In Person Meeting

Wednesday, December 4, 2019; 4:00-6:00
San Diego, CA

2019 in Review

Arrowhead Regional Medical Center

- Regulatory and QI Improvement:
 - ✓ Promoting Interoperability Meaningful Use
 - ✓ Electronic Clinical Quality Measures (eCQM) reporting
 - ✓ Number of cancer registry and interfaces
- Analytics:
 - ✓ IBM Watson/Truven Care Discovery Quality Measure (CDQM)
- Improved discharged process for homeless patients
- CPOE and Electronic documentation improvement
- Number of accomplishment in our security (Mobile device management, Security awareness, Endpoint protection, SSO)

2020 Plans

Arrowhead Regional Medical Center

- Epic implementation – 2020-2021
- GME partnership/education - Clinical Informatics Rotation
- Cloud security
- User behavior analytics
- Security awareness
- Staff training

2019 in Review

Ventura County

- SB 1152 Homeless discharge process documentation – January 2019
- Data Warehouse development – January 2019-ongoing
- CA Parkinson's Registry – March 2019
- EPCS Implementation – April 2019: Cerner Opioid content implementation driving naloxone Rx 7% to 26%.
- CA Cancer Registry – June 2019
- Health Maintenance Overhaul – June 2019
- 2015 CEHRT – July 2019
- Patient Portal Expansion- Labs/Radiology
- Tonic (pre-visit questionnaires) – August 2019-ongoing
- Outpatient Quest Lab partnership – September 2019 – Ongoing rollout
- 2018 Cerner code upgrade – October 2019
- CareSelect AUC (Advanced Imaging Radiology Decision Support) implementation – October 2019
- CommonWell HIE – December 2019
- Dragon Medical One Dictation – December 2019

2020 Plans

Ventura County

- Create HCA WiFi access policy, Create VCHCA Certified Device Policy and implement infrastructure upgrades (laptops, desktops, WiFi optimizations) : 1st quarter 2020
- Manifest Medex (HIE) – 1st quarter 2020 to implement ADT, C-CDA interface to follow
- Imprivata Single Sign On upgrade - January, 2020
- E Clipboard (pre-visit questionnaires in Portal) - implemented but not pushed out to users, hoping to start trial with Pediatrics.
- Referral Management Optimization
- PDMP Integration
- Expand Use Cerner Advance/Lights On to target ongoing training needs and monitor effects

2020 Plans

Ventura County

- HealtheAnalytics/HealtheRegistries/Cerner Care Management Implementations
- Data Governance development and Physician Leadership Team/Informatics Resource Council charter (New procedures/platform for increased transparency and accountability, improved evaluation of Change Management requests for fixes/features based on cost/impact/strategy.)
- Uplift of training/onboarding procedures for providers, nursing (Build training database, HCA supported website, then migrate/consolidate existing training content and initiate training Onboarding/Maintenance/ Refresher roadmap)
- PRIME/QIP and other Quality Metric support
- New Cerner feature evaluations: Chart Assist? Charge Assist? Chart Search, Auto-text sharing, ED LaunchPoint
- Nursing documentation uplift, Dynamic Documentation upgrades
- Cerner Acute Workflow, Quick Visits, Care Pathways development.

2019 in Review

CSCHS (prev SCVMC)

- Completed PRIME DY14 Submission; Completed QIP/EPP PY2 Submission
- Acquired two hospitals out of bankruptcy: O'Connor Hospital (OCH) and St. Louise Regional Hospital (SLR), as well as DePaul Urgent Care Center
- Brought OCH, SLR and DePaul up on SCVMC Epic 8/17/2019, with some local specificity
 - HAPPI team, Physician Builders big contributors to success
- Completed extensive pilot of Epic SecureChat, and are moving to replace pagers with cell-phones running Rover/Haiku and SecureChat
- Delayed launch of telemedicine
- Licensed Epic's cloud-based Cognitive Computing Platform
- Moved to triennial Epic Upgrades; most recently 5/2019 in November; next is February

2020 Plans

CSCHS (prev SCVMC)

- Launching dedicated provider support group
 - Letting HAPPI revert to provider optimization
- Finally achieving “working closely with Health Plans” on value-based care programs
- Replacing pagers with cell phones running Rover/Haiku and SecureChat
- Launching telemedicine: Vidyio, InTouch, etc.
- Bringing all 3 Medical Staff Offices up on common platform and interfacing that platform back to our Epic System to better maintain provider information
- Re-launching Slicer-Dicer for chiefs/chairs, and for physicians who want to see info on “My Patients”; operating a clinical analytics consult service
- Collaborating to launch a Data Sciences education program for CSCHS physician-builders and analysts
- Better understand and launch additional predictive models
- Big Epic Upgrade for us is May 2020: Storyboard, Bones, Dialysis ...

2019 in Review

Riverside University Health System

1. Growth

1. New FQHCs
2. eConsults
3. Cathlab
4. Correction TeleHealth
5. Epic Bones for Ortho
6. CathLab
7. BHI

2. Quality

1. UDS
2. Health Plan P4P automation of quality code drop

2019 in Review

Riverside University Health System

3. Population Health Management

1. Healthy Planet Registries
2. Automated Text Reminders
3. Self management goals in Epic
4. Whole Person Health Score

4. Data

1. Tableau
2. SAS for WPC

2020 Plans

Riverside University Health System

1. Growth

1. New 200,000sqft Medical Surgical Center
2. FQHC telehealth
3. MC to Jail Telehealth
4. eFax

2. Quality

1. Attributed Roster with P4P performance
2. MCAS coordination w/Health Plan

3. Population Health Management

1. Healthy Planet Registries -expansion
2. Patient Outreach

4. Data

1. Epic Clarity extension
2. SAS for other areas

2019 in Review

LA County Department of Health Services

- Enterprise IT Workforce Assessment & Realignment
- Enterprise Information Security Assessment
- Enterprise Data Maturity Assessment
- Department Strategic Plan & IT Strategic Plan
- EHR Code Upgrade (Cerner Millennium) & 5 Year Anniversary
- Time & Scheduling Planning and Negotiations
- Cost Accounting RFP
- IS Governance Redesign
- Data Center Consolidation and Application Rationalization
- Windows 10 and Security Patching Progress

2020 Plans

LA County Department of Health Services

- Continue Progress with 2019 Accomplishments & Strategic Plan
- Population Health Management/Value Based Care
 - Pop Health Platform Optimization
 - Nurse Advice Line & Manage OON Patients
 - Cost Accounting System & CDI & Data Integrity tools
 - Telehealth, Self-Scheduling, & Automated Appointment Reminders
- Quality and Patient Experience
 - Standard PC & Special Scheduling Templates
 - Improve Access & Care at DHS Medical Hubs
 - Meet PRIME and QIP Requirements
- Workforce Optimization
 - Patient Acuity Scheduling, Modernize & Optimize Hiring, etc.
- Fiscal Sustainability
 - Cost Optimization Initiatives, Shift from Federal Waiver to Managed Care, etc.

2019 in Review

Contra Costa Health Services

- Strategic Planning: Envision Health
 - Profound Metrics, View of System, Purpose and Community Engagement
- Formation of Office of Informatics and Technology
 - Informatics, Analytics and Innovation
- Waiver Programs: PRIME, QIP, WPC and GPP
 - Launched ride-share NMT service
 - Formed Outreach Task Force
- Detention Redesign
- Epic Refuel Assessment
- Epic double upgrade

May 2019 version

2020 Plans

Contra Costa Health Services

- CalAIM Planning
 - Develop and expand partnerships, system alignment
- Expand Innovation Program
- Revamp IT Governance
 - Release cycles
- Quarterly Epic Upgrades



ALAMEDA
HEALTH SYSTEM

CAPH Annual Conference CIO Update 2019 in Review / 2020 plans

Go-Live Highlights

AHS went live on Epic at 5:51 a.m. on Saturday, September 28, 2019

AHS joins more than 400 other health systems and ~60% of California patients using Epic's EHR



Epic Modules Live for AHS

1. Beaker (Lab)
2. Cupid (Cardiology)
3. Radiant (Radiology)
4. Long Term Care
5. Willow IP (Rx)
6. Willow Amb (Rx)
7. ASAP (ED)
8. Care Everywhere
9. EpicCare Link
10. EpicCare Inpatient
11. EpicCare Ambulatory
12. Healthy Planet
13. Behavioral Health
14. Bones (Ortho)
15. Caboodle & Cogito (Analytics Suite)
16. Cadence (Scheduling)
17. Grand Central (ADT)
18. Prelude (Enterprise Registration)
19. MyChart
20. OpTime and Anesthesia
21. Resolute Hospital Billing and Claims
22. Resolute Professional Billing and Claims
23. Wisdom (dental)
24. Stork (OB)
25. Tapestry (Managed Care)
26. HIM
27. Bugsy (Infection Control)
28. Rehab
29. Haiku/Canto/Rover (mobile)



Dr. Victorino, Katya Osipova, and Dr. Emily Miraflor

My M.A. loves Epic. She's so happy to be able to secure chat with me.

-- Emily Miraflor, MD

Stats At-a-Glance

5,622	AHS Users
79	Trainers
95%	CPOE: % of orders entered into the system by ordering provider
29	Epic modules implemented
126	Interfaces live on Corepoint (New interface engine)
50+	Legacy applications being decommissioned
1,254	Patients enrolled in MyAlamedaHealth as of October 24
111	Appointments schedule online
300+	AHS Super Users
170	Epic support staff
367	External at-the-elbow supporters, including 10 MDs

"[With Epic] I'm a better doctor now. It's more work, but well worth it."

Taft Bhuket, MD
Chief of Gastroenterology



in Q Search

Mark Amey
Chief Information Officer at Alameda Health System
1mo • Edited • 🌐

All good things must come to an end.

Gallons of coffee have been drunk, too many pastries have been consumed, the uncomfortable chairs have been thoroughly cursed, the "funniest Help Desk ticket award" was presented, print mapping was changed (and changed again), high-fives were exchanged, a few tears were shed, 11233 tickets were closed, and most importantly, an exhausted team with unwavering commitment returns to their home offices on Monday.

The complexity of this implementation can't be overstated. We had a "Big bang" Rehab: too m reach # #e 1. 2.

Mark Amey
Chief Information Officer at Alameda Health System
2mo • Edited • 🌐

Followers 1,131
Drafts 0

Mark Amey
Chief Information Officer at Alameda Health System
1mo • 🌐

Day 18! Our CMIO David English promised our Ancillary Manager Quinn Cora a #hug when Syngo image linking was working from #epic Guess what's working!!! #golive #alamedahealthsystem #sapphire



Day 4 of our go-live. Its's 6:00 AM. We're 2.9 miles from downtown Oakland, we've got a full cups of coffee, on a smoke free campus, it's dark out, and we're wearing sunglasses.

...see more

Mark Amey
Chief Information Officer at Alameda Health System
2mo • 🌐

6 of go-live! Logically it is command center pyramid day!

Archil Pitimashvili has insisted that since he's captain today



health System

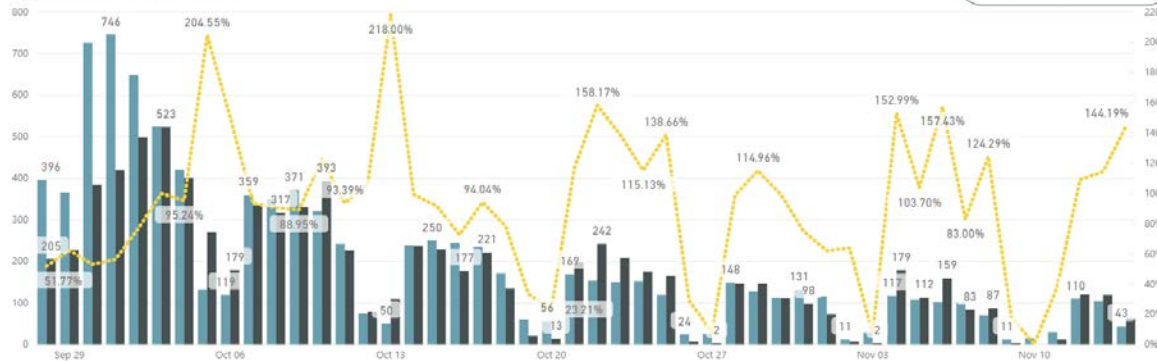
the command center!!! Thank you to out out to the teams involved in re-behavioral health hospitil ...see more



Performance Metrics – Open/Closed Incidents

Application Incident Tickets Open and Resolved by Date

Type: Opened Ticket, Resolved, % of Resolved



Percentage of Resolved = Resolved / Total Tickets that day

Resolved = All tickets resolved regardless of Open Date

Ticket = Tickets open that day

Difference = When a Positive number is displayed then we opened more tickets then we resolved.

If a Negative number is displayed we resolved more tickets then we opened that day.

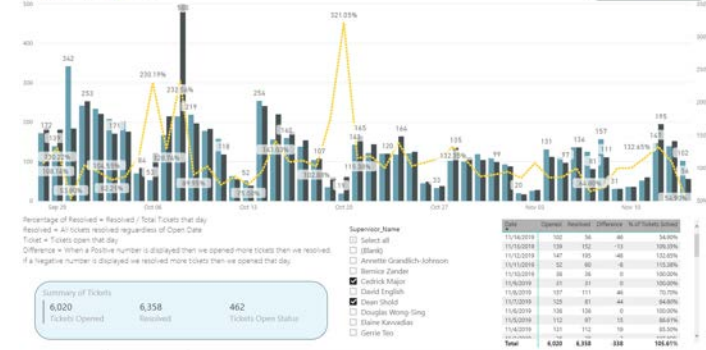
Supervisor_Name

- ☐ Select all
- ☐ (Blank)
- ☐ Annette Grandlich-Johnson
- ☐ Bernice Zander
- ☐ Cedrick Major
- ☒ David English
- ☐ Dean Shold
- ☐ Douglas Wong-Sing
- ☒ Elaine Kavvadias
- ☒ Gerrie Teo

Date	Opened	Resolved	Difference	% of Tickets Solved
11/14/2019	43	62	-19	144.19%
11/13/2019	104	119	-15	114.42%
11/12/2019	110	120	-10	109.09%
11/11/2019	29	11	18	37.93%
11/10/2019	14	0	14	0.00%
11/9/2019	11	2	9	18.18%
11/8/2019	70	87	-17	124.29%
11/7/2019	100	83	17	83.00%
11/6/2019	101	159	-58	157.43%
11/5/2019	108	112	-4	103.70%
11/4/2019	117	179	-62	152.99%
Total	9,369	8,437	932	90.05%

Technical Incident Tickets Open and Resolved by Date

Type: Opened Ticket, Resolved, % of Resolved



Percentage of Resolved = Resolved / Total Tickets that day

Resolved = All tickets resolved regardless of Open Date

Ticket = Tickets open that day

Difference = When a Positive number is displayed then we opened more tickets then we resolved.

If a Negative number is displayed we resolved more tickets then we opened that day.

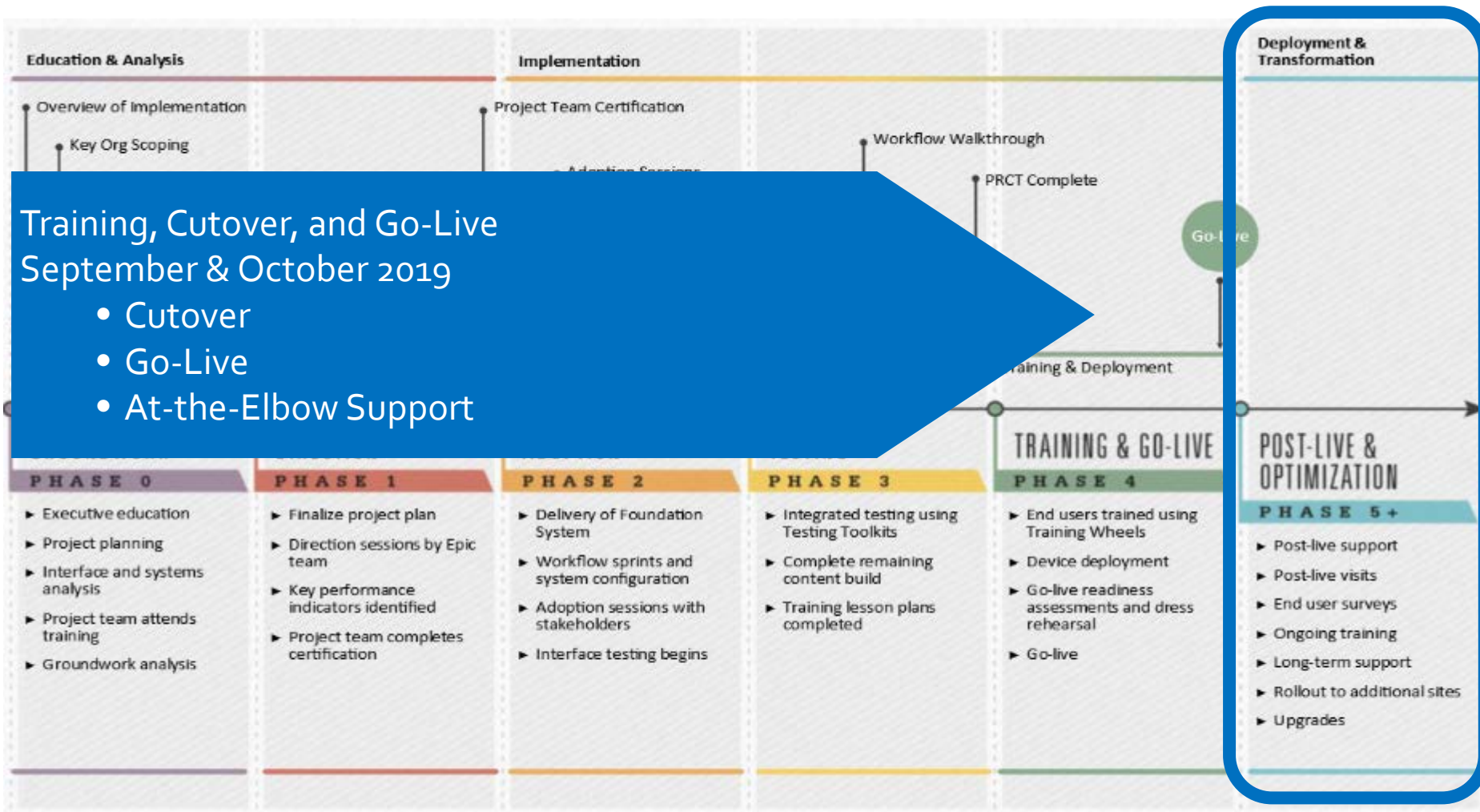
Supervisor_Name

- ☐ Select all
- ☐ (Blank)
- ☐ Annette Grandlich-Johnson
- ☐ Bernice Zander
- ☐ Cedrick Major
- ☒ David English
- ☐ Dean Shold
- ☐ Douglas Wong-Sing
- ☐ Elaine Kavvadias
- ☐ Gerrie Teo

Date	Opened	Resolved	Difference	% of Tickets Solved
11/14/2019	102	56	46	54.90%
11/13/2019	138	132	6	95.65%
11/12/2019	147	193	-46	131.97%
11/11/2019	52	90	-38	173.08%
11/10/2019	8	36	-28	450.00%
11/9/2019	21	21	0	100.00%
11/8/2019	107	111	-4	103.74%
11/7/2019	328	81	247	24.69%
11/6/2019	158	158	0	100.00%
11/5/2019	112	87	25	77.73%
11/4/2019	121	112	9	92.56%
Total	6,020	6,358	338	105.61%

Tech Group	Open Tickets 10/24	Open Tickets 11/1	Open Tickets 11/8	Open Tickets 11/12	Open Tickets 11/13	Open Tickets 11/14	Close Ratio
Technical-Desktop	392	303	351	367	323	320	89.35%
Epic Ambulatory	188	251	245	246	248	245	81.82%
Epic Willow	113	111	151	143	133	132	88.11%
Beaker/Laboratory	107	104	87	92	86	90	87.57%
Epic Patient Access	114	138	73	70	64	60	94.59%
Epic ASAP/CareEverywhere	64	33	27	42	47	47	91.25%
Epic IP Orders	79	75	83	86	88	91	86.04%
Epic Clin Doc	48	32	29	27	29	34	95.01%
Epic Ancillary -PACS	45	29	8	9	10	10	91.38%
Epic Hospital Billing	70	84	68	72	80	86	68.15%
Epic Principal Trainers	64	42	44	30	31	33	93.25%
	1284	1202	1166	1184	1139	1148	87.87%
CHANGE		-82	-36	18	-45	9	

Implementation Overview



CY2020

IS Governance Structure

- Standing up a new IS Governance to govern the Optimization phase and to drive balanced decision-making process for future IS enhancements, projects and investments prioritization.

Right-size Staffing

- IS staffing demand/capacity assessment underway to proactively plan allocation towards maintenance, services requests and new projects |

Archive Project

- The Archiving solution will provide hosted access and storage of that data in a cost-effective, secure, and accessible manner.
- The vendor of choice for the Archiving solution is **MediQuant**.



COMING SOON



Teamwork makes the
dream work.
Thank you AHS for an
Incredible go-live
<https://www.youtube.com/watch?v=LxYO1EeErDw>



Backup Slides

IS Governance **DRAFT**

December 4, 2019

The need for Governance

It has been too much of Act, Act, Act. The time is for Action. More than doles, we need delivery. Good Governance is more than doles & includes development and delivery.

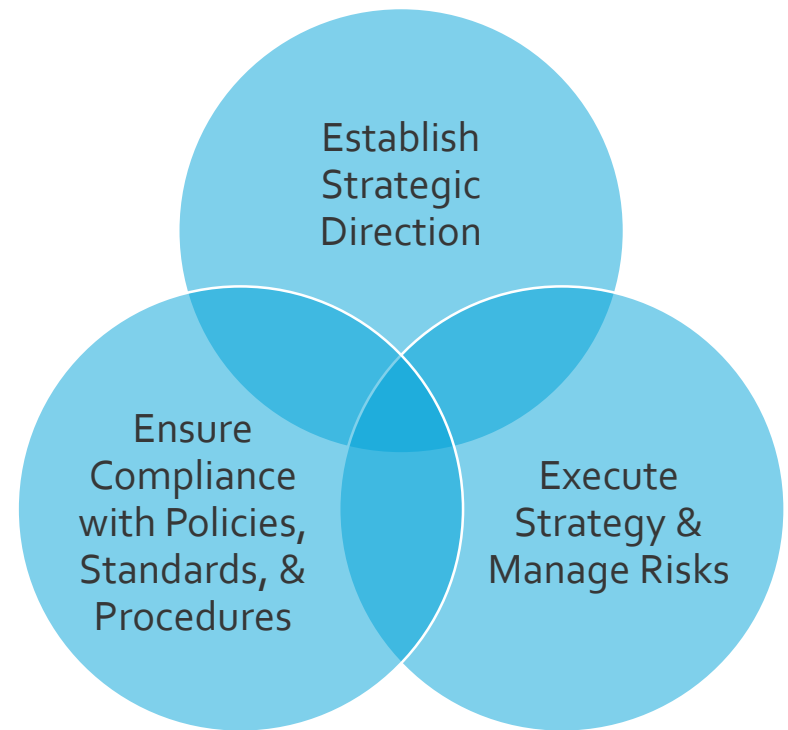
The rich can always buy the Government, but good governance, is necessary for the poor. It is the poor who will suffer the most in the absence of good governance. The country does not need a ruler, it needs a servant.

Narendra Modi
Prime Minister of India since
2014



What is the purpose of Governance?

- Align with operational/organizational goals
- Foster a process of disciplined decision making
- Monitor progress and approve changes



Why Change?

Clear decision making, scope management and issue escalation

- Remove silos of activity
- Eliminate the duplication of effort by multiple teams; streamlined organizational structure; integrated advisory committees
- Ensure integrated clinical (and other disciplines) governance across care settings and disciplines
- Develop a blended leadership (clinicians, physicians, operations and IS) and decision-making - Decision making authority will be at the lowest appropriate level with operational ownership
- Prevent circumventing of the decision hierarchy and issue escalation process

Components of Good Governance

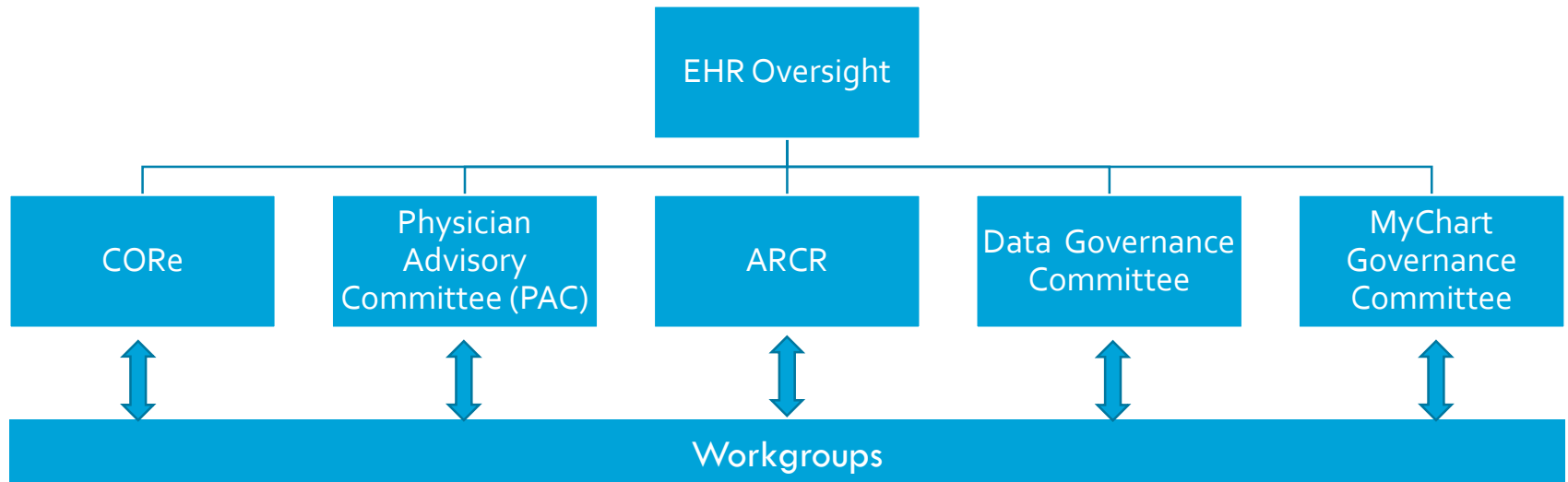


Rule of Law

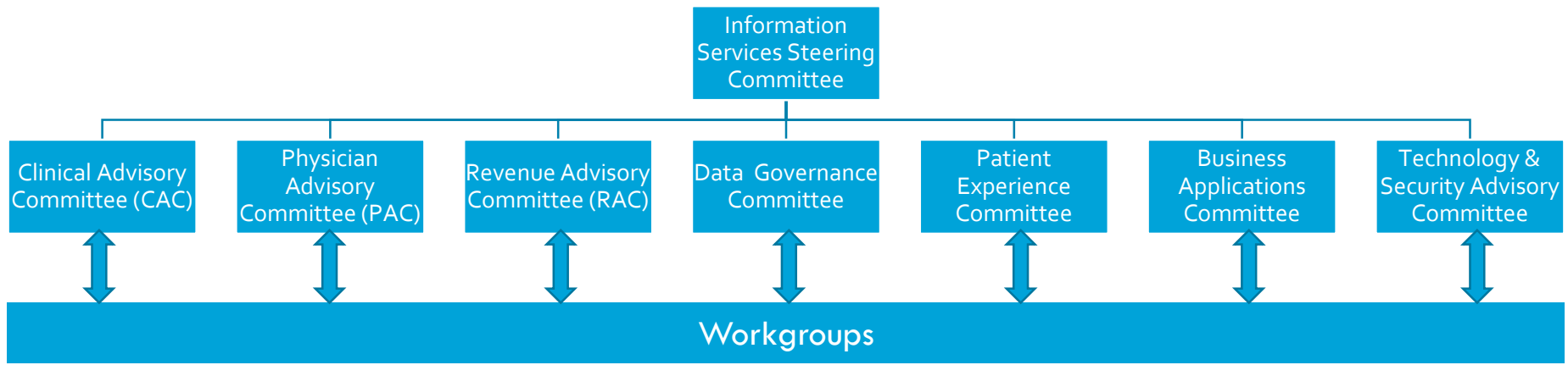
- Transparency
- Responsiveness
- Collaborative
- Equity and Inclusiveness
- Effectiveness and Efficiency
- Accountability
- Participation

- **Effective Structure** (what we are here to discuss)
- **Program Management** (in process of spinning up)
 - Accountability
 - Measurement
- **Repeatable Work**
 - ITIL / LEAN processes (manager training in January)
 - Track everything (tickets)
 - Demand capacity (time tracking – starting in January)
 - Change management (process developed)
- **IT Service Management (ITSM) Tools**
 - Service Desk System (evaluation started)
 - Project Management (interim tool selected)
 - Configuration Database (TBD)
 - Change Management (tool in use)
 - Time Tracking tool (January)

How are we structured today?



How should we structure for good governance?



IS Governance decision hierarchy and roles

IS Steering Committee

- Decision Making
- Strategy
- Final approval and direction setting
- Sponsors IS investments
- Budget, scope changes, schedule
- Education and advocacy

Advisory Committees

- Integrated workflow decisions consistent with AHS policies
- Integrated system configuration decisions consistent with AHS policies
- Approves and recommends workflows
- Offer advisement and recommendations for IS Steering Committee

Work Groups

- Provide subject matter expertise and front-line staff
- Update and implement workflows
- Offer advisement and recommendations for Advisory Committees



Next Steps

1. Discussion, ideas, buy-in, alignment
2. Launch Committees
 - Engage chairs (from Operations)
 - Determine committee members
 - Develop charters / detailed scope
 - Conduct governance kickoff / orientation
3. Iterate on the process (together)
4. Continue to put tools in place
5. Let's keep it simple!

