IT and Epic Project Update

Health Commission, April 16, 2019
Sweeping Improvements Across DPH

- Thousands of devices are Epic ready, converted to VDI
- 24 inch monitors are now standard across DPH
- WiFi installation and upgrade across DPH hospitals and primary care clinics nearly complete
- Construction and build-out of 26 training rooms to be finished in a few weeks
- Network gear will have been refreshed throughout all primary care ambulatory clinics by the end of the year
IT: Infrastructure Accomplishments

- Average network uptime so far for 2019: 99.978%

- ServiceNow
  - Modernization and automation of IT service delivery
  - Release 1 Go-Live was March 14th
  - Coming soon: Request Management, Change Control, Epic Support Integration
# IT: Improvements – 2015 to 2019

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2019 Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average major incidents or events/month</td>
<td>11.0</td>
<td>1.33</td>
</tr>
<tr>
<td>Unresolved IT tickets</td>
<td>14.32%</td>
<td>3.66%</td>
</tr>
<tr>
<td>Customer indicates IT Service Desk Helpful</td>
<td>38%</td>
<td>84.78%</td>
</tr>
</tbody>
</table>
| Unified DPH-wide EHR (Epic) | • Meet Epic initial wave Go-Live, August 3, 2019, at ZSFG, LHH, Primary and Specialty Care.  
• Leverage self-service analytical tools so care providers can identify disparities to address healthcare inequity.  
• Meet HIMSS Stage 7 by August 3, 2020.  
• Deploy Epic future waves according to deployment scope and timeline achieving benefits realization targets. |
| Infrastructure | • Develop a Cloud migration strategy by 2021.  
• Collaborate with facilities to meet capital project deadlines across DPH.  
• Complete modernization deployment by 2021. |
| Cybersecurity and Resiliency | • Become a HITRUST certified organization by 2022.  
• Build a collaborative business continuity and disaster recovery plan with city and federal partners.  
• Complete a robust Biomed management strategy. |
| Talent Management | • Strengthen trainee and intern programs as a workforce pipeline.  
• Prepare IT staff for digital transformation and the future workplace utilizing data-driven continuous improvement as key drivers.  
• Develop gender and ethnicity diversity plan by 2020. |
| KPI-Driven Sustaining Operations | • Establish performance standards for network and applications.  
• Optimize Major Incident Management (MIM) structure and processes using defined metrics by 2021.  
• Establish standards with Security Team for applying timely application updates. |
| Service Transformation | • Establish DPH-wide IT Governance, including project and enhancement prioritization.  
• Implement IT Service Management system (ServiceNow) to manage assets, incidents and develop knowledge management.  
• Enhance communication within and external to IT. |
| Tech Life Cycle Management | • Establish a strategy for IT-related contract and vendor management by 2020.  
• Optimize the Technology Review Board and governance structure to prioritize and direct IT investments.  
• Establish predictable hardware and system refresh procedures to avoid end-of-life equipment disruptions. |
| Unified Communication and Collaboration (UCC) | • Establish governance for UCC across DPH by 2020.  
• Develop a four-year strategy based on the outcome of governance decisions.  
• Develop ongoing communication and training plans for UCC products. |
| Information Governance | • Ensure actionable data is available to appropriate users when they need it.  
• Install logical data warehouse and data sharing with non-DPH entities to support coordinated Whole Person Care (includes Health Information Exchange).  
• Solidify a data governance model with data stewards and data catalog following industry best practices. |
Epic: Wave 1a Schedule

Wave 1:
- ZSFG
- Behavioral Health Center
- Laguna Honda Hospital
- Primary & Specialty Care

Phase 1a Go-Live!

Today

Groundwork Planned
Actual
Direction Setting
Actual
Adoption & System Configuration
Actual
Testing
Planned
Training
Planned
Epic: Wave 1a Schedule

Happening Now:
- **Build**: order sets, protocol, Security User and Provider
- **Testing**: Integrated testing, Parallel Revenue Cycle testing, extracts and report testing, and Interfaces testing
- **Data Conversion**: Full scale validation of data conversions
- **Devices**: Device deployment and pilot Technical Dress Rehearsal
- **Readiness activities**: Workflow Walkthrough (happening April 14 & 15), Go-live planning, Go-Live Readiness Assessments (GLRAs)
- **Training**: registration, curriculum build
Epic: Project Accomplishments

- Configuration Items Complete: 21,000+
- Decisions Made: 1,945
- Interface Connections: 120
- Testing Issues Resolved: 900+
- Days Until Go-Live: 109
# Epic: Key Activity Status Update

*as of 3/26/19*

<table>
<thead>
<tr>
<th>Application</th>
<th>Previous Status</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and Build</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Testing</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Training</td>
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<td>●</td>
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<tr>
<td>Interfaces</td>
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<td>●</td>
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<tr>
<td>Infrastructure and Technology</td>
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<td>●</td>
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<tr>
<td>Go-Live</td>
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<tr>
<td>Contracts and Budget</td>
<td>●</td>
<td>●</td>
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● = on target, ● = watch, ● = critical
Mission: Train 10,000 staff members between May 28 and July 19

Important dates ahead:
- 3/25 – 4/12: Pilot training
- 4/15: 65 Credentialed Trainers (CTs) arrive
- 4/15 – 5/24: CTs train
- 5/28: Training begins for end users
Go-live planning

- Go-live planning is on track
- Cutover: Scope and staffing plans are in the works with operations leaders
- Command Center:
  - Hub and spoke support model: central IT command center with local operations centers
  - Anticipate providing 4 weeks of 24/7 support
Epic: Organizational Change Mgmt

Operational Readiness = Business Owners

<table>
<thead>
<tr>
<th>Emergency Services</th>
<th>Long Term Care</th>
<th>Care Coordination</th>
<th>HIS Medical Record</th>
<th>Laboratory</th>
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<tbody>
<tr>
<td>Be-Verlyn Navarro</td>
<td>Madonna Valencia</td>
<td>Jack Chase</td>
<td>Diane Lovko-Premeau</td>
<td>Barbara Haller</td>
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<td>Chris Colwell</td>
<td>Michael McShane</td>
<td>Natasha Hamilton</td>
<td>OCM</td>
<td>Mary Eugenio Allen</td>
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<tr>
<td>Genne Rogers</td>
<td>Cathy Walley</td>
<td>Genne Rodgers</td>
<td>*Kathy Tomczak</td>
<td>Kathryn Roberts</td>
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<tr>
<th>Inpatient</th>
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<th>Home Health</th>
<th>HB &amp; PB Billing</th>
<th>Pharmacy</th>
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<tr>
<td>Leslie Holpit</td>
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<td>Laura Lang</td>
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<tr>
<td>Nancy Owen</td>
<td>Cynthia Mofarrah</td>
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<tr>
<th>Perinatal</th>
<th>Imaging and Diagnostics</th>
<th>Panel and Population Management</th>
<th>Schedistration</th>
<th>Ambulatory</th>
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<tr>
<td>Gillian Otway</td>
<td>Mark Wilson</td>
<td>Reena Gupta</td>
<td>Diana Ramirez</td>
<td>Ben Lui</td>
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<tr>
<td>Rebecca Jackson</td>
<td>Andrea Turner</td>
<td>Tina Lee</td>
<td>Roxana Castellon</td>
<td>Delphine Tuot</td>
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<td>Cathy Walley</td>
<td></td>
<td>Alma Campbell</td>
<td>Tara Childress</td>
<td>Alma Campbell</td>
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*As we continue to add project resources to support the work of our Domain Groups, there will be some shifting of Project Managers among groups.*
Epic: Organizational Change Mgmt

Pivotal Operational Readiness Resources

Tier 1
Standup Huddle

Operations Frontline Team
------------------------
Improvement Board Status Sheet

Tier 2 and 3
Standup Huddle

Operations DMS and Domain Team
------------------------
Improvement Board Status Sheet

Tier 4
Standup Huddle

Division Exec Team
------------------------
Improvement Board Status Sheet

OR & SU Coordinators
OHI Lead
OCM PD

Epic PD (Chad)
OCM PD (Kevin, Kathy)

Domain Leads
OCM PM

OCM Project Managers Team
------------------------
Power BI Domain Tracker

OCM Integrated Domain Groups Team
------------------------
Power BI Domain Tracker

OCM Sponsor and PM

Epic Project Leadership Team
------------------------
Power BI Domain Tracker

OR = Operational Readiness, SU = Super User, OHI = Office of Health Informatics, PD = Program Director, OCM = Org Change Management, BI = Business Intelligence
Epic: Organizational Change Mgmt

870 Individuals volunteered or nominated as Super Users

718 SUPER USERS

152 CORE SUPER USERS

**OCM Gap Closure Scorecard: Overall Domain Status**

**Step 1:** Select a domain from below, right-click to "drillthrough" and select the "Domain Profile" option to see the domain's gap progress.

**Domain Update**

- **Ambulatory Care**
  - 3/18/20 On Track. Final versions of SW drafts were presented to the Clinical managers group. 2/28: Smart press, collecting and processing laboratory specimen, Hospital/Hi-Net. Business Analyst Meeting on 1/17. SMART goals for 2/28.
  - Identified and prioritized gaps. Key stakeholders: CIO, e-OP, Medical Records, QI, HIM, Path. Identified the SMART goals and prioritized gaps. Finalized the SW draft in March.
  - 3/18/20 On Track. Final versions of SW drafts were presented to the Clinical managers group. 2/28: Smart press, collecting and processing laboratory specimen, Hospital/Hi-Net. Business Analyst Meeting on 1/17. SMART goals for 2/28.
  - Identified and prioritized gaps. Key stakeholders: CIO, e-OP, Medical Records, QI, HIM, Path. Identified the SMART goals and prioritized gaps. Finalized the SW draft in March.

- **Core Coordination**
  - 3/18/20 On Track. Final versions of SW drafts were presented to the Clinical managers group. 2/28: Smart press, collecting and processing laboratory specimen, Hospital/Hi-Net. Business Analyst Meeting on 1/17. SMART goals for 2/28.
  - Identified and prioritized gaps. Key stakeholders: CIO, e-OP, Medical Records, QI, HIM, Path. Identified the SMART goals and prioritized gaps. Finalized the SW draft in March.

- **Emergency Services**
  - 3/18/20 On Track. Final versions of SW drafts were presented to the Clinical managers group. 2/28: Smart press, collecting and processing laboratory specimen, Hospital/Hi-Net. Business Analyst Meeting on 1/17. SMART goals for 2/28.
  - Identified and prioritized gaps. Key stakeholders: CIO, e-OP, Medical Records, QI, HIM, Path. Identified the SMART goals and prioritized gaps. Finalized the SW draft in March.

**Total # of Gaps** 142