



San Francisco Department of Public Health

**Health Commission
DPH IT Update
Electronic Health Records
Readiness**

July 5, 2016

Agenda

- **Business Challenge & Solution**
- **Electronic Health Records Procurement Status**
- **Infrastructure Readiness Status**
- **Organizational Readiness Status**
- **Q&A**
- **Appendix**

Challenge & Solution (Background)

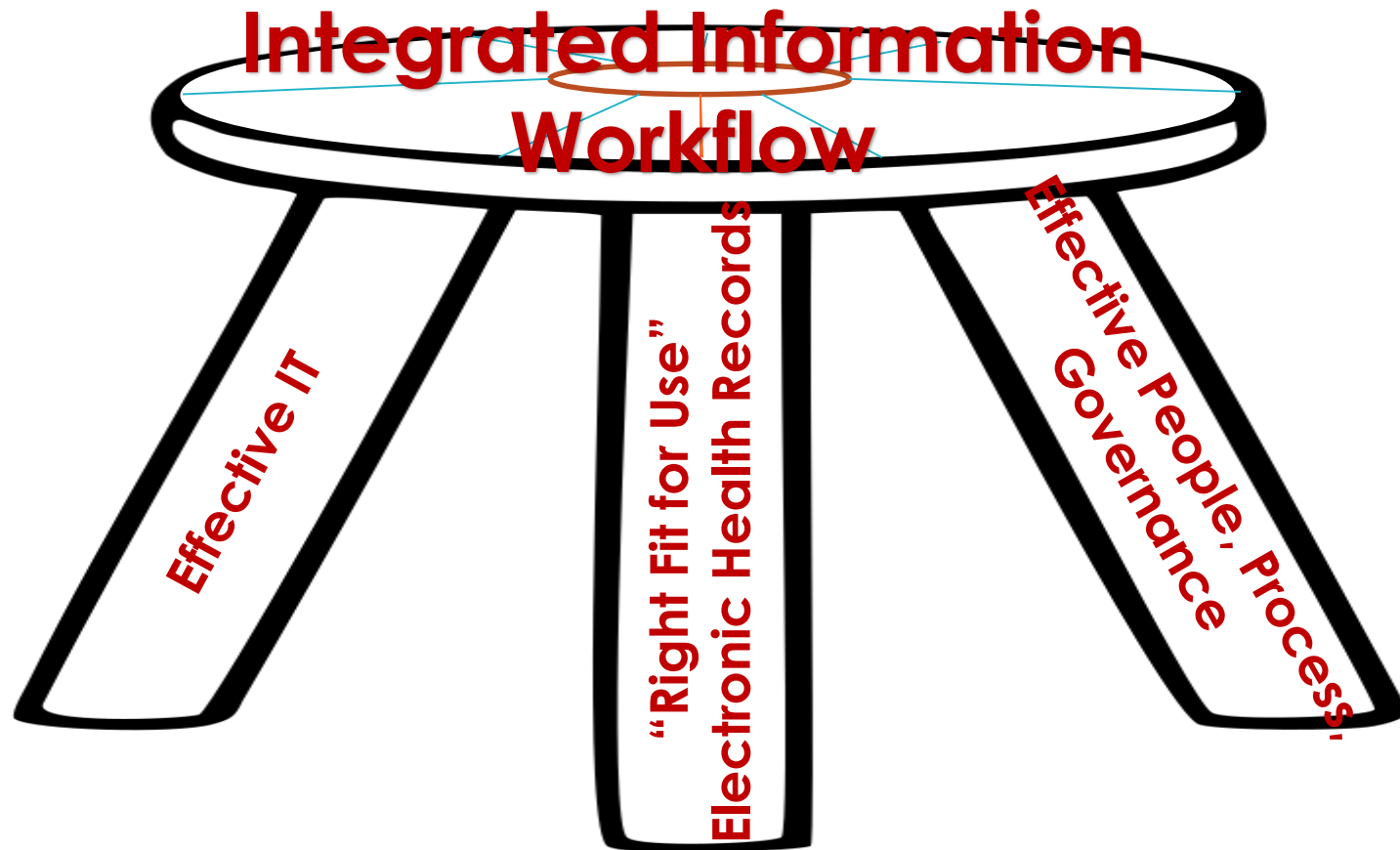
- **Business Challenge: Integrated Delivery Network**
 - To improve operational efficiencies and effectiveness
 - To Improve patient care
 - To Improve long term viability in shifting healthcare delivery and financing
- **Solution: Unified Electronic Health System and leveraging information as an organizational asset**
 - Must procure “Right Fit for Use” Electronic Health Records
 - Must establish and maintain effective IT (IT Readiness)
 - Must establish and maintain effective people, processes & governance (Organizational Readiness)

Challenge: Disparate Information & Workflow

- Jail Health
- SFGH Emergency Dept
- SFGH Intensive Care Unit
- SFGH Med/Surg
- Laguna Honda Hospital
- Primary Care
- Specialty Care
- Behavioral Health
- Home Health



Solution: Unified Health Information System



EHR Procurement Efforts: Due Diligence & Negotiation

- **UCSF and DPH joint EHR Program management team established**
 - **Weekly**

- **UCSF and DPH joint Governance structure established**
 - **Very Positive UCSF and DPH Executive Leadership kickoff**
 - **Very Positive UCSF and DPH EHR Steering kickoff**
 - **Consensus on high level scope, value proposition, risks, priorities and lessons learned**

- **Joint Work Groups established and due diligence efforts underway**
- **“Go-no go” decision by end of 9/2016**

Governance for DPH-APeX contract negotiation

DPH-APeX Executive Negotiation Committee

- **Barbara Garcia, Director, Co-Chair**
- **Greg Wagner, CFO, Co-Chair**
- Albert Yu, DPH CHIO
- Bill Kim, DPH CIO
- Roland Pickens, SFHN Director
- Alice Chen, SFHN CMO
- Tomas Aragon, DPH Director Population Health

UCSF-APeX Executive Neg Comm

- Ken Jones, SVP Affiliate Operations
- Barbara French, Vice Chancellor
- Sue Carlisle, Vice Dean, ZSFG
- Mark Laret, CEO

DPH APeX Program Steering Committee

- **Roland Pickens, SFHN Director, Co-Chair**
- **Albert Yu, DPH CHIO, Co-Chair**
- David Woods, SFHN Director of Pharmacy
- Iman Nazeeri-Simmons, ZSFG COO
- Susan Ehrlich, ZSFG CEO
- Eric Shaffer, DPH Director, Clinical Informatics
- Susan Phillip, Population Health
- Irene Sung, BHS CMO
- Mivic Hirose, LHH CEO
- Bill Kim, DPH CIO
- Alice Chen, SFHN CMO
- Kelly Hiramoto, SFHN Director, Transitions
- Maria X. Martinez, DPH Chief Integrity Officer
- Dianna Guevara, SFHN Associate Administrator
- Winona Mindolovich, Associate CIO / Jim Genevro*
- Rachael Kagan, DPH CCO
- Ken Jones, SVP Affiliate Operations
- Heidi Collins, VP Clinical Systems
- Russ Cucina, VP Health Informatics
- Jim Marks, ZSFG Chief of Staff, UCSF at ZSFG
- Greg Smith, UCSF DPH-APeX Program Director
- Pam Hudson (PRN), Advisor
- Joe Bengfort (PRN), CIO
- Neda Ratanawongsa, DPH Associate CHIO for Ambulatory Services, UCSF at ZSFG

Decision Workgroups

Clinical & Ancillaries

Pharmacy

OR & Anesthesia

Revenue Cycle

Technical, Infra & Support

Interfaces & Data Conver.

Governance

Legal and Business

Facilities



Health Commission, Board of Supervisors, External Stakeholders, UCSF Health Executive Committee

Approval of 10 year TCO, Scope, Timeline, and Contract

Presentation to HC and BoS on Contract Status

DPH-APeX Executive Negotiation Committee

Recommendations on 10-year TCO, Scope, and Timeline

Project Charter, Governance, PMO, and Implementation Support

DPH-APeX Program Steering Committee

- **Roland Pickens, SFHN Director, Co-Chair**
- **Albert Yu, DPH CHIO, Co-Chair**
- David Woods, SFHN Director of Pharmacy
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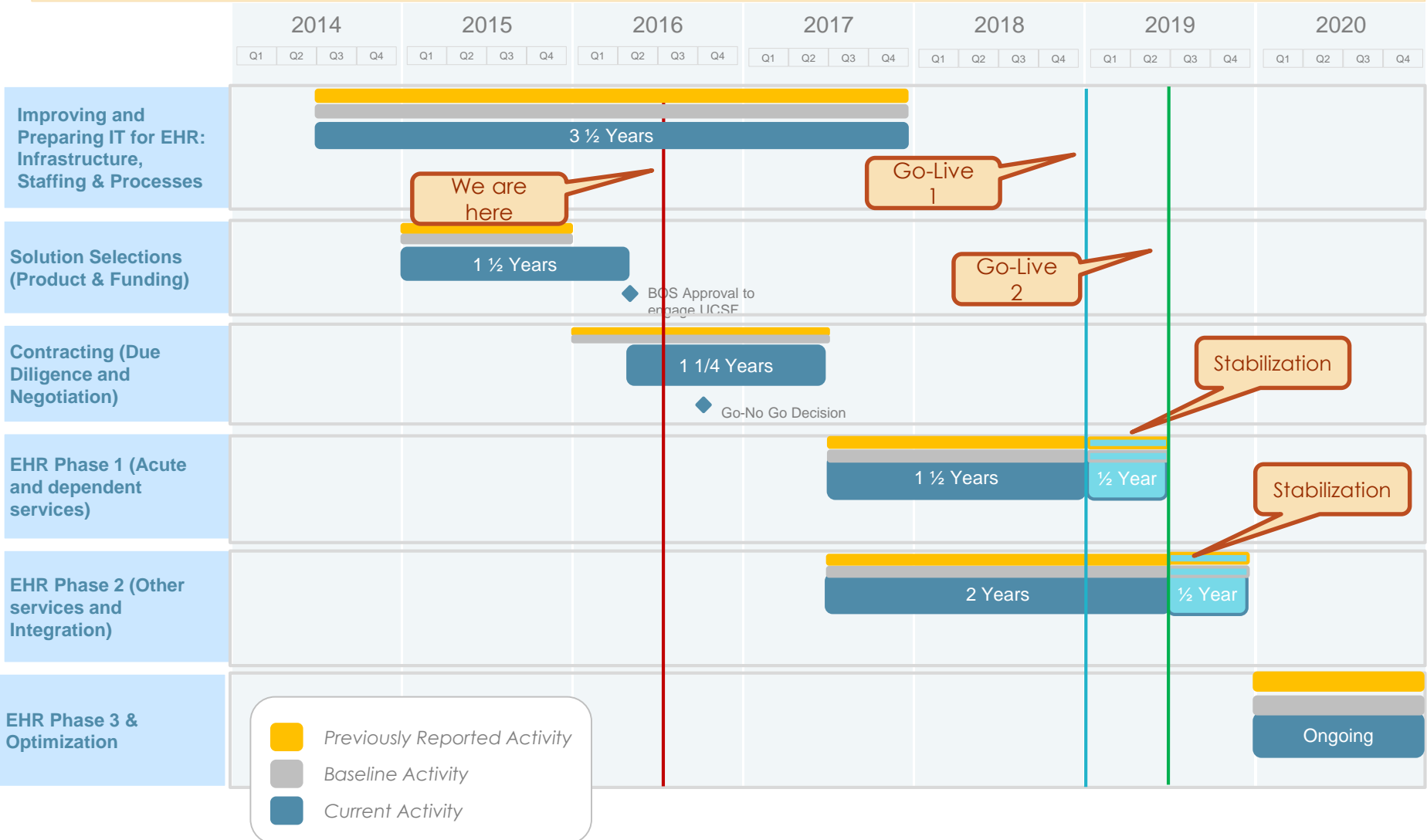
Decision: Significant Gaps, Risks, Scope Changes, and Costs; and Go-Forward Structure, Agreement, etc. ²

Information: Minor Gaps, Risks, Scope Changes, and Costs; Dependencies ²

Decision Workgroups

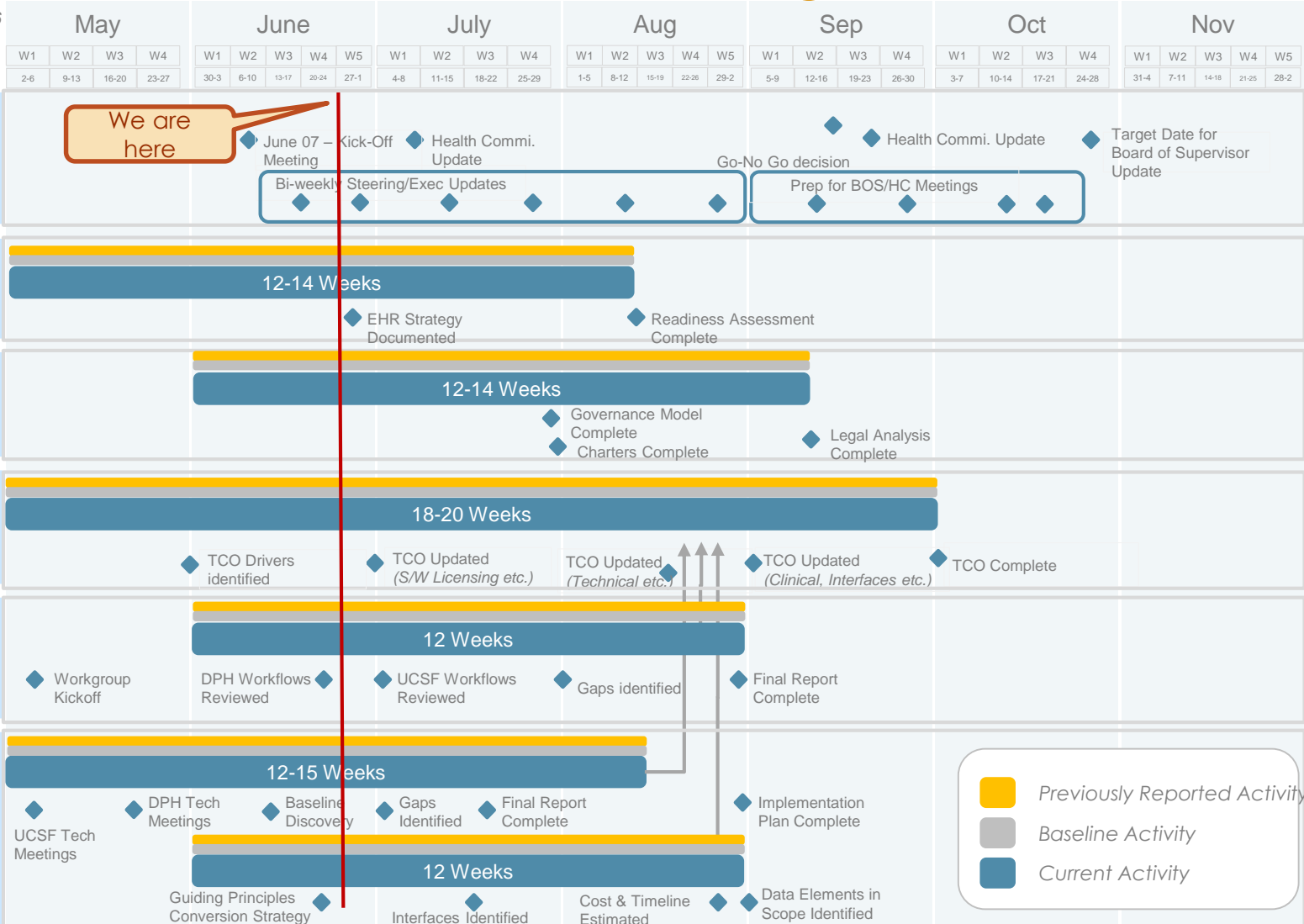
	Clinical and Ancillaries	Pharmacy	OR and Anesthesia	Revenue Cycle	Technical, Infrastructure, and Support	Interfaces and Data Conversion	Governance	Business and Legal	Facilities
Support Leaders	Susan Ehrlich	David Woods	Jenson Wong	Diana Guevara	Bill Kim	Jim Genevro	Albert Yu	Greg Wagner	TBD
UCSF	Russ Cucina	Bret Brodowy	David Robinowitz, MD	Jonathan Meyers	Don Francis	Victor Galvez	Russ Cucina	Ken Jones	TBD
DPH	Optimum (Lori Wallace)	Optimum (Lori Wallace)	Optimum (Greg Smith)	Optimum (Pam Berry)	Optimum (Brian Symonds)	Optimum (Jed Bargaen)	Chartis (Stacy Melvin)	Gartner (Kirk Kirkpatrick)	TBD

DPH-EHR
































DPH-UCSF EHR Contract Negotiation

2016



Decision Workgroup Status Update

Workgroups	Kick-off	Demo	As-is Review	Interviews Gap	Discovery	Draft Analysis Review	Final Report	Comments	Status
Clinical & Ancillaries								Demo preparation in progress	
Pharmacy								Positive feedback on demo. As-is Review and interviews in process.	
Anesthesia								Demo preparation in progress	
Revenue Cycle								As-is Review and interviews in process	
Technical, Infra & Support		N/A						As-is Review and interviews in process	
Interfaces & Data Convers.		N/A						As-is Review and interviews in process	
Governance		N/A						Membership identified; meeting scheduling in progress.	
Legal & Business		N/A						Conducted pre-kickoff with DPH leadership to plan approach	
Facilities		N/A						Membership identification underway; initial meeting to be scheduled	

IT Infrastructure Readiness for EHR

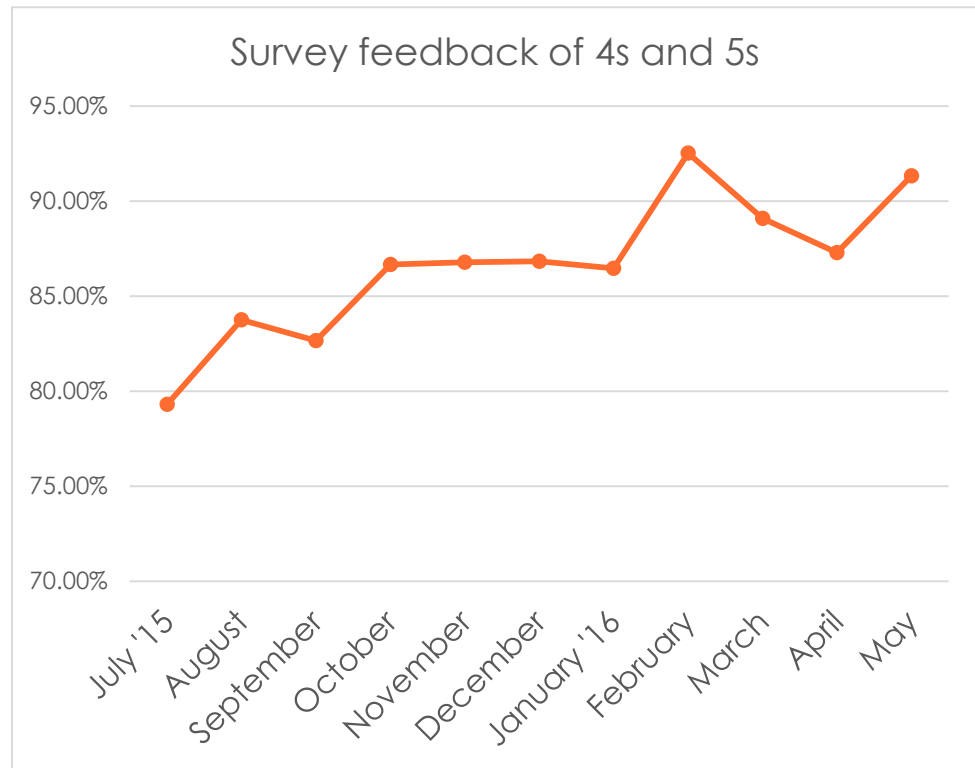
Status		Infrastructure Area	Progress	Completion ETA
Current	Trending			
Yellow	Green	Wide Area Network (City Fiber)	27 of 29 Live	Dec 2016
Yellow	Green	Wide Area Network (Leased Fiber)	1 of 11 Live	Jun 2017
Green	Green	End User Devices	5 Year Refresh Cycle	Jun 2017
Yellow	Yellow	Local Area Network	In Due Diligence	July 2018
Green	Green	Data Center	ZSFGH Live, LHH Next	July 2018

IT Service Readiness for EHR

Status		Service Area	Progress	Completion ETA
Current	Trending			
		IT Service Management Framework	Adopted	Ongoing
		IT Service Management System	Project Started	Jun 2017
		LEAN Process Improvement	Started	Ongoing
		Clinical Informatics	In Place	Revise as needed
		IT Organizational Improvement	In Place	Revise as needed
		IT Staffing Hires	87 of 93 Hired (38 Internal candidates)	June 2017
		IT Staffing Vacancies	44	June 2017

DPH IT Customer Satisfaction July 2015 - May 2016

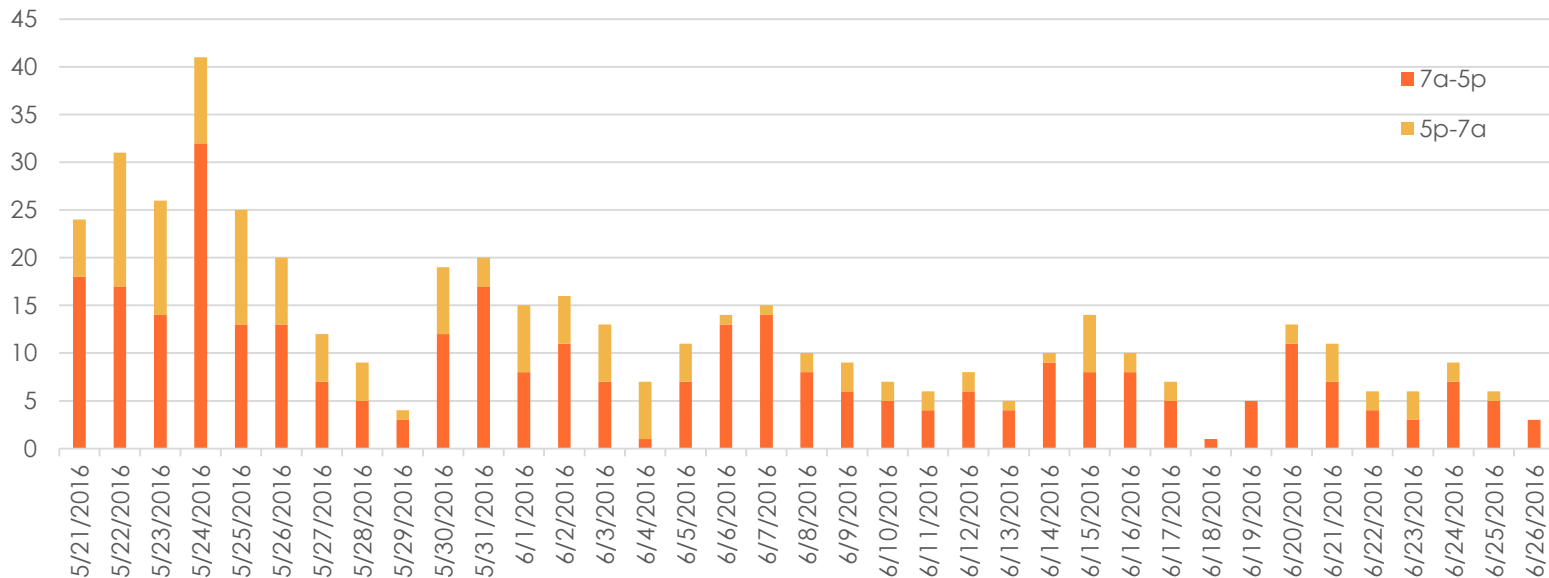
Month	#	%
May	179	91.33%
April	213	87.30%
March	245	89.09%
February	248	92.54%
January '16	230	86.46%
December	224	86.83%
November	197	86.78%
October	247	86.67%
September	267	82.66%
August	294	83.76%
July '15	299	79.31%



Customer satisfaction Average: 4.74 out of 5.0 (DPH Wide)

Ticket Trending (clinical impacting)

Tickets assigned to Clinical Informatics Group
5/21/2016 - 6/26/2016



Organizational Readiness

- **DPH and UCSF Shred EHR Program Governance**
 - **Install, maintain and optimize**
 - **Sustain technology innovation and future roadmap**

- **Invest in People**
 - **Leadership development**
 - **Talent Management**
 - **Surge capacity planning**
 - **Demarcation of roles and responsibilities**
 - **Coaching and mentoring**

- **Standardized Processes and Workflow through Lean**
 - **Reduce variation**
 - **Error proof execution**
 - **Enhance optimization**
 - **Increase Accountability**

Q&A



Appendix

- Work Group Efforts

Clinical & Workflow Analysis - Pharmacy

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Pharmacy Assessment										
Conduct Pharmacy Kick-off Meeting	5/18/16	5/18/16	●							
Identify DPH Pharmacy Workgroup, including content analyst	5/18/16	5/27/16		■						
Conduct UCSF walk-through and demo of Epic system	5/18/16	6/5/16		■	■					
Identify Starter Set of Workflows to Review	5/18/16	5/31/16		■						
Schedule Workflow Reviews/Interviews	5/28/16	6/5/16			■					
Conduct Workflow Interviews	5/31/16	7/15/16			■	■				
Submit Data Request to UCSF/DPH	5/28/16	6/5/16			■					
Conduct Data Analysis - DPH	5/31/16	7/31/16			■	■				
Submit Document Request to DPH	5/28/16	6/5/16			■					
Submit Report Request to UCSF/DPH	5/28/16	6/5/16			■					
Conduct Report Analysis - UCSF/DPH	5/31/16	7/15/16			■	■				
Create Preliminary Report	7/5/16	7/15/16				■				
Continue Additional Discovery	7/18/16	8/15/16				■	■			
Finalize Gap analysis report	8/15/16	8/30/16					■	■		
Create Workflow Diagrams as needed	7/5/16	8/30/16				■	■			

Clinical & Workflow Analysis – Revenue Cycle

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Revenue Cycle Assessment										
Conduct Revenue Cycle(RC) Kick-off	5/18/16	5/18/16	●							
Identify DPH RC Workgroup, including content analyst	5/18/16	5/27/16		■						
Conduct UCSF walk-through and demo of Apex system	5/18/16	6/5/16		■	■					
Identify Starter Set of Workflows to Review	5/18/16	5/31/16		■						
Schedule Workflow Reviews/Interviews	5/28/16	6/5/16			■					
Conduct Workflow Interviews	5/31/16	7/15/16			■	■				
Submit Document Request to DPH	5/28/16	6/5/16			■					
Submit Report Request to UCSF/DPH	5/28/16	6/5/16			■					
Conduct Report Analysis - UCSF/DPH	5/31/16	7/15/16			■	■				
Create Preliminary Report	7/5/16	7/15/16				■				
Continue Additional Discovery	7/18/16	8/15/16				■	■			
Finalize Gap analysis report	8/15/16	8/30/16					■	■		
Create Workflow Diagrams as needed	7/5/16	8/30/16				■	■			

Clinical & Workflow Analysis – OR / Anesthesiology

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
<i>OR / Anesthesiology Assessment</i>										
Identify Key Physicians	5/21/16	6/1/16		█						
Walk thru UCSF APeX System in OR	6/1/16	6/15/16			█					
Review workflow deltas between organizations in interviews	6/15/16	7/1/16			█					
Identified potential issues in DPH process	7/1/16	7/15/16				█				
Identify potential issues in DPH equipment	7/1/16	7/15/16				█				
Identify potential issues in DPH workflows and staffing	7/1/16	7/15/16				█				
Create Preliminary Report	7/15/16	7/22/16				█				
Review report with Key stake holders	7/22/16	7/29/16				█				
Finalize Gap analysis report	8/1/16	8/15/16				█				

Clinical & Workflow Analysis – Transition Workflow

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Transition Workflow Assessment										
Create Multidisciplinary team to develop scenerio	6/1/16	6/15/16			█					
Schedule kick-off meeting	6/15/16	6/22/16			█					
Review potential process steps that need to be reviewed	6/18/16	7/1/16			█					
Create working group to develop scenerio	6/22/16	7/5/16			█					
Meet with UCSF team to review scenerio and develop options	7/5/16	7/12/16			█					
Schedule Dress rehearsal to evaluate workflows	7/1/16	7/31/16			█					
Identify potential issues	7/29/16	8/5/16				█				
Review list with UCSF abd DPH team	8/6/16	8/15/16				█				
Continue Additional Discovery	8/12/16	8/20/16					█			
Finalize Gap analysis report	8/20/16	8/30/16					█			
Create Workflow Diagrams as needed	8/1/16	8/30/16				█				

Clinical & Workflow Analysis – Interfaces

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
Interface Assessment										
Hold Kick-off Meeting	6/6/16	6/20/16			█					
Analysis & Document Future State	6/20/16	7/15/16			█	█				
Review Interface Engine Strategy	6/20/16	7/15/16			█	█				
Create Test Environment Strategy	6/20/16	7/15/16			█	█				
Distribute Draft Scope for review	7/15/16	7/22/16				█				
Draft Project RACI and SLA	6/20/16	7/15/16			█	█				
Finalize Interface Scope	7/18/16	8/7/16				█	█			
Finalize Cost and Timeline	7/18/16	8/7/16				█	█			
Final Scope delivered	8/7/16	8/15/16					█			

Clinical & Workflow Analysis – Technical

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
<i>Technical Assessment</i>										
Establish scope and collect/review background information	5/15/16	6/10/16		█						
Review affiliate baseline architecture components	6/10/16	6/20/16			█					
Review Use Device Connectivity, Authentication strategy	6/15/16	6/20/16			█					
Review Connect provider Standard services and design	6/20/16	7/10/16			█					
Scope of Service provided, SLA, Integration Points	6/20/16	7/10/16			█					
Conduct gap analysis and develop / discuss / document remediation recommendations	7/10/16	7/25/16				█				
Develop TCO based upon recommended go-forward strategy	7/10/16	8/1/16				█				
Provide final risk analysis and recommendation	8/1/16	8/15/16					█			

Clinical & Workflow Analysis – Scope, Timeline and Cost

Item	Start Date	End Date	Status	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16
<i>Scope, Timeline and Budget evaluations</i>										
Application										
Review Applications available from UCSF	6/15/16	6/30/16			█					
Review Application being used by DPH	6/1/16	6/30/16		█	█					
Develop list of APeX Applications being offered to DPH	6/30/16	7/15/16				█				
Develop list of 3rd Party Application needed at DPH	7/15/16	7/30/16				█	█			
Develop list of Application for DPH that will be turned off	6/30/16	7/30/16				█	█			
Review final list with DPH and Epic	8/1/16	8/8/16					█	█		
Discuss final decision with UCSF for scope approval	8/8/16	8/15/16					█	█		