IT, Epic Project and Epic Organizational Change Management Update
IT: Infrastructure Accomplishments

- Network Closet upgrades
- Epic readiness
  - Clinic refresh
  - Network upgrades
    - Average uptime 99.94%
  - Virtualization
    - Servers
    - Workstations

Network closet upgrades:
Before:
After:
## IT: Improvements – 2015 to 2018

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOD event 3 month average</td>
<td>11.0</td>
<td>2.67</td>
</tr>
<tr>
<td>Unresolved IT tickets</td>
<td>14.32%</td>
<td>3.25%</td>
</tr>
<tr>
<td>Customer indicates IT Service Desk Helpful</td>
<td>38%</td>
<td>88%</td>
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</table>
IT: Information Governance

- Migration of data to Epic
- Archiving data
- Governance Oversight
  - Steering Committee
  - Master Data Management
  - Data Governance
  - Analytics Governance
  - External Exchange (HIE)
  - Research
  - Digital Services Management
IT: Staffing

- Talent Management
  - Fill key IT Leadership
  - Recruitment & Retention
  - Succession planning
  - Staffing plan
IT: What’s Ahead

- IT focus over the next 12 months:
  - Epic
  - Talent Management
  - Vendor Management
  - System Decommissioning
  - Security and Business Continuity
  - Strategy Development
  - IT Service Management
Epic Project Update

Health Commission, October 2, 2018
Epic: Wave 1 Schedule

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

**Phase 0: Groundwork**
- Staff hired and project leadership oriented at Epic
- Procurement of 3rd party systems began
- Project planning and survey of operations

**Phase 1: Direction Setting**
- 230 Direction Setting Sessions with 800+ SMEs
- Team training and certification
- Project plan complete
- Operations orientation to Epic

**Phase 2: Adoption & System Configuration**
- Content build (buckets 1-3)
- Adoption sessions 1 & 2
- Domain groups established
- Phase continues through November 2018
## Epic: Key Activity Status Update

<table>
<thead>
<tr>
<th>Application</th>
<th>Status</th>
<th>Activities/Mitigation</th>
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</table>
| Design and Build             | ⚫      | - Overall we are at a green status at 95% for Build Bucket 3, with two buckets remaining  
|                              |        | - Build is 46% complete                                                             |
|                              |        | - Adoption sessions are complete                                                    |
| Testing                      | ⚫      | - Testing strategy has been developed and under review                               |
|                              |        | - Application script in development and under review                                 |
| Training                     | ⚫      | - Initial plan for training space fell through, we have a number of options currently under review and have confidence that we will secure the necessary space  
|                              |        | - Initial curriculum development is complete and has been sent to analysts and Epic for review  
|                              |        | - Workflow updates that feed curriculum are in progress and on schedule              |
| Interfaces                   | ⚫      | - Initial Interface Testing (the pre-requisite for full Epic testing) is 39% complete and on-track for the first phases of Epic testing, which starts in December.  
|                              |        | - 45 of 51 interface test environments have been built and are in varying stages of testing |
| Infrastructure and Technology| ⚫      | - Ongoing network wide wireless upgrades and clinic end user hardware refresh/upgrades  
|                              |        | - Focusing on pilot of incident and configuration management database to support Epic   |
| Go-Live                      | ⚫      | - Determining go-live staffing needs and initiating command center planning           |
| Contracts and Budget         | ⚫      | - Currently 85 EHR required contracts on master list, with great success in fully completing 66 of these contracts  
|                              |        | - Tracking 9 contracts with a medium to high risk designation that have potential Epic build or integration testing impacts  
|                              |        | - Budget review in progress in order to adjust initial estimates                      |
# Epic: Future Wave Timeline

<table>
<thead>
<tr>
<th>Go-Live Date</th>
<th>DPH Programs</th>
</tr>
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<tbody>
<tr>
<td>Q1 2020</td>
<td>Population Health Division</td>
</tr>
<tr>
<td></td>
<td>Maternal Child and Adolescent Health</td>
</tr>
<tr>
<td>Q1 2021</td>
<td>Jail Health Services</td>
</tr>
<tr>
<td>Q4 2021</td>
<td>Behavioral Health Services</td>
</tr>
<tr>
<td></td>
<td>Laboratory</td>
</tr>
</tbody>
</table>
Epic Organizational Change Management (OCM) Update

Health Commission, October 2, 2018
Domain Groups = Operational Project

- Emergency Services
- Inpatient
- Perinatal
- Long Term Care
- Perioperative Services
- Imaging and Diagnostics
- Care Coordination
- Home Health
- Panel and Population Management
- Laboratory
- Pharmacy
- Ambulatory
- HIS Medical Record
- HB & PB Billing
- Scheduling and Registration
Domain Group Governance Alignment

Epic EHR Executive Team
Transformation Executive Team
Program Management Office

Patient Care Council
Access & Revenue Cycle Council
Information Governance Council
Technical Council

Operational Domain Groups
Epic Project Teams

Epic Foundation Model
Gap Closure:
- Daily Management System
- Lean Production Tools
- Kaizen Promotion Office

Office of Health Informatics
Organizational Change Management Program

Configuration & Build
- Workflow Adoption
- Content Build
- Integrated Testing
- Training

Clinical and Operational Champions, Super Users, Frontline Subject Matter Experts
Workflow Analysts Trainers
Operational Project = Staff Engagement

2018

- **Groundwork**
  - **Scope** Decisions: 94
  - **Benefits** Realization: 12
  - **Exec/Senior Leaders**: 133

2019

- **Direction Setting**
  - **Sessions**: 230
  - **SME**: 962
  - **Workflow**: 1,925

Adoption & System Configuration

- **CSD Sessions**: 5 core, 128 specialty
- **Domain Group SME**: 414
- **Build Tasks**: 23,433 (46% completed/47% expected)
- **OCM Gaps**: 115

Testing

- **Test Scripts**: ~860
- **Trainers**: 80
- **Super Users**: 1,000-1,500

Training

- **User**: ~10K
- **Average hours/ staff**: 23
- **Total Hours**: ~230K
- **eLearning Modules**: 300
- **In-Person Sessions**: 165

SME = Subject Matter Experts
CSD = Clinical System Design
OCM = Organizational Change Management
Scheduling & Registration Use Case

Key Scoping
Leadership accepted best practice “Schegistration”

Groundwork

Direction Setting

Foundation Workflow
SME and leaders saw Schegistration WF demo and prioritized related adoption decisions

Adoption & System Configuration

Clinical Content Build
Domain Group (DG) identifies Schegistration Foundation WF gaps – people, process, technology, policy – and adapts Lean production activities to close prioritized gaps

2018

Feb 1
Jan 15

2019

Sep

Nov
Jan
Mar
May
Jul

Post-Live Optimization

Training

Go Live Stability and Accountability
DG ensures staff completes required training and local Lean DMS team is ready for go live

Testing

Workflow Walk Through & Training Curriculum
DG validates curriculum content for WF Walk Through and Training and confirms Super Users

Today

Phase 1 Go-Live!