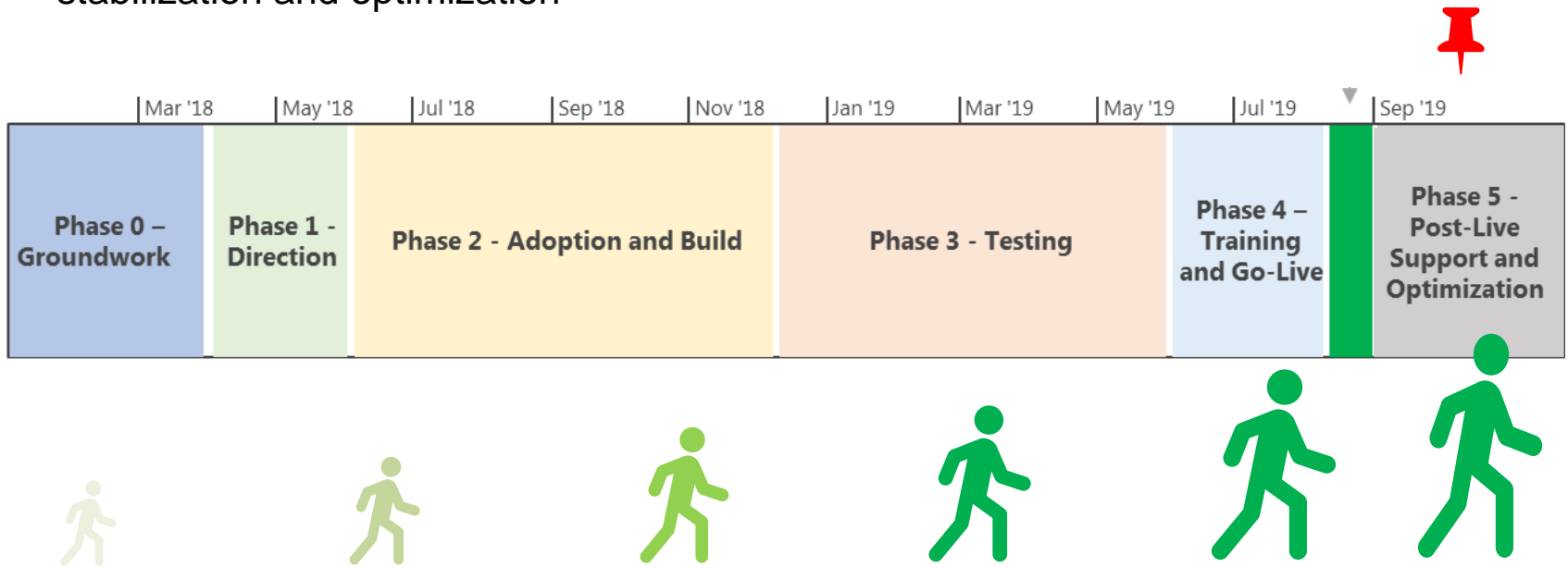# Laguna Honda
Epic Implementation Update

September 10, 2019
Joint Conference Committee

Background

- Laguna Honda is currently in Phase 5 of the Epic unified electronic health implementation project

- After 2 months on the system, the focus now will be ensuring successful post-go live stabilization and optimization

Epic A3 – A FY 19-20 Strategic Initiative

A3 Title: LHH EHR Cutover, Go-Live, and Stabilization

Owner: Michael McShane and Wilmie Hathaway
Team Members: Chia Yu Ma, David Snyder, Michelle Fouts, Donna Valencia

Date: 7/2/2019   Version 2

I. Background: LHH will go live with Epic on August 3, 2019. Tremendous energy has been spent since January 2018 on the build and planning for implementation. Operational involvement and preparation is essential for a successful transition over the course of several weeks leading up to and post go live.

II. Current Conditions: Subject Matter Experts (SMEs) have been actively engaged in build activities, identification and closure of operational gaps through LTC, Home Health, Inpatient, Revenue Cycle and Ambulatory domain groups. Infrastructure projects are slated for completion by mid-April with some delayed until May. The "build" activities will be ending in March and focus will shift to "Go Live Readiness Activities" (GLRA). We are prioritizing the following activities:

Training Class Enrollment
- Super User recruitment and back fill planning is underway. Engaged staff are well informed about our upcoming transition but there are many staff who have limited knowledge of the project.

Unplanned Downtimes
- The impact of and response to these downtimes are varied due to the hybrid systems currently in place. A uniform downtime policy is being developed for the DPH but individual departments are responsible for planning/operationalizing the downtime procedures.

L&C Survey
- LHH will likely undergo their first L&C Survey on Epic in the first few months of being on Epic.

Key Areas to Ensuring Successful Implementation
- include further engagement of the frontline staff, standing up a robust daily management system to escalate problems identified.

Cutover
- Preparation for the cutover and impact on day 1, rehearsing day 1 of survey with the new system as well as planning for downtime.

While the hospital continues its daily operations, the activities and priorities listed above need to intersect with all staff who will be impacted by EPIC starting 8/3/19 at 4 A.M.

Problem Statement: Epic impacted LHH staff are not prepared for:
- The volume of work associated with cutover activities
- The identification, prioritization, escalation, and problem resolution of Day 1
- Managing an EPIC downtime

III. Goals & Targets:
- 100% completion of cutover front loading completed by two calendar days before go live.
- 90% of go live metrics reach green status and we shut down command center at 30 days.
- All managers and operational leaders complete downtime drill pre go live
- Identify and prioritize key areas for optimization by September 13th, 2019

IV. Analysis:
- Cutover volume requires significant staffing due to volume of patients and data required for a safe go live
- Daily Management System implementation is in early stages of roll out at LHH
- Tiered communication is limited
- Downtime will have a much larger impact with Epic than current collection of systems
- Downtime policies are being developed at the DPH level but need translation to roles and responsibilities on the front line
- We do not deeply understand the new workflows
- We have not validated the go live dashboard metrics

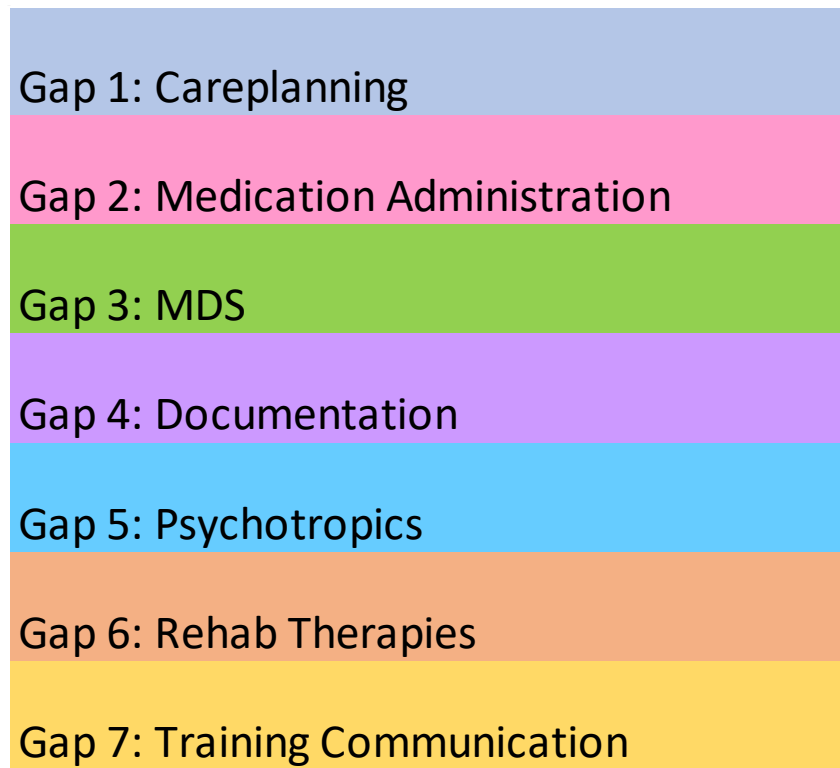**V. Recommendations / Proposed Countermeasures:** What do you propose and why?

Proposed Countermeasures:
- Develop strategy for LHH cutover to properly execute without errors
- Practice cutover before actual event to complete task efficiently and on time
- Develop department specific downtime procedures to provide appropriate guidelines
- Practice downtime before go live to prepare staff
- Utilize DMS for escalation of issues
- Develop process to QA Charge Capture on day 1

VI. Plan: Specifically how will you implement?

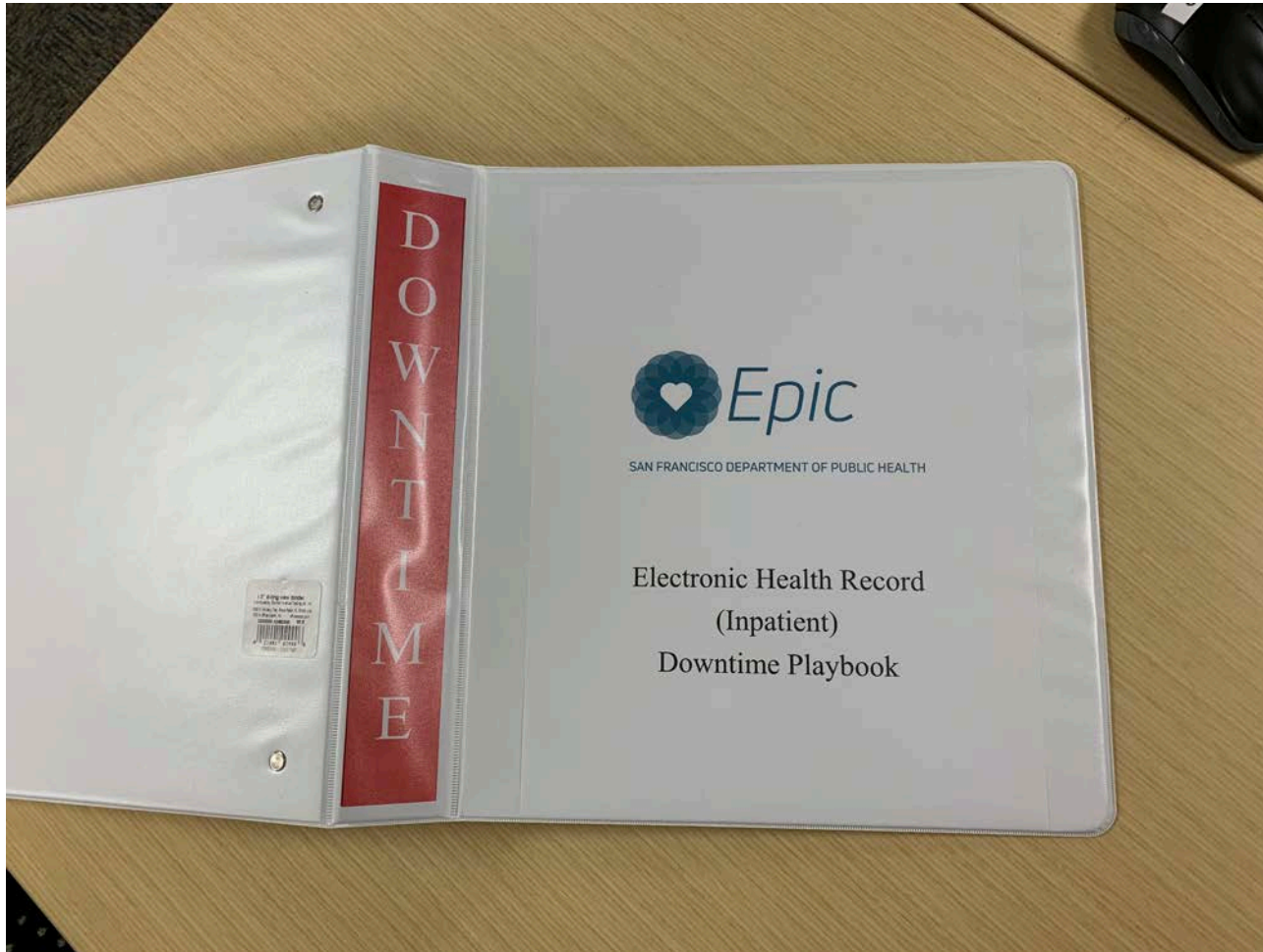| Countermeasure	Description & Expected Results	Owner	Date	Status
LHH Cutover Strategy	LHH will begin cutover activities 7/28/19 and continues the week before go live 8/3/19. Expected results are a smooth cutover to EPIC	M. Fouts, M. Valencia, M. McShane	Complete plan by 6/15/19	
Practice cutover before actual event	Develop a plan to practice cutover so there is a smooth cutover	M. Fouts, M. Valencia, M. McShane	Complete plan by 6/15/19	
Develop department specific downtime procedures	Each department to determine their specific downtime procedures to ensure smooth cutover	M. Fouts, M. Valencia, M. McShane J. Grimes W. Hathaway	Complete plan by 7/15/19	
Practice downtime before go live	Practice all department downtime procedures to ensure smooth cutover.	M. Fouts, M. Valencia M. McShane	Complete by 7/20/19	
Daily management system and escalation of issues	After go live it is critical to rapidly identify and escalate issues to the proper people so that the EPIC installation and post go live are successful	M. Valencia, M. McShane	Plan by 7/15/19	
Develop the process to QA Charge Capture	Develop a plan to QA charge capture on day 1	K. Yip, M. Valencia M. McShane	Plan by 7/1/19	
Operations Command Center	Develop a plan with roles and responsibilities that can be operationalized for go-live	M. Fouts, M. Valencia, M. McShane J. Grimes W. Hathaway Q. Nguyen	Plan by 7/1/19	
Issues/Concerns Requiring Optimization	Engage with IT Command Center to review all LHH specific issues/concerns	M. Fouts, M. Valencia, M. McShane	Complete list by 9/6/19	

Epic Processes – LTC High Value Targets

- The Long Term Care domain group established 7 high value target areas/workflows

Gap 1: Careplanning

Gap 2: Medication Administration

Gap 3: MDS

Gap 4: Documentation

Gap 5: Psychotropics

Gap 6: Rehab Therapies

Gap 7: Training Communication

Epic Cutover

Epic Downtime

Epic People – Core and Regular Superusers

- Superusers expectations during go-live:
  - Provide support to end users in your designated areas
  - Reinforce best practices
  - Communicate updates and distribute materials
  - Identify and escalate issues

- Superusers expectations **post** go-live:
  - Support new and current end-users with workflows
  - Communicate and support upgrades and enhancements
  - Identify opportunities for optimization
  - Provide feedback to the SUP and Training team
  - Post Go-Live commitments will vary as Super User role evolves

Epic People – Command Center

Stabilization

- ## Restart Domain Group
  - ### LTC sub domain of Inpatient

- Filter & prioritize Epic build and change requests (e.g. "Tickets")

- Facilitate best practice workflows

- Identify, prioritize and plan actions to resolve hot spot

Epic Next Steps

- Stabilization

- Optimization

Comments, Questions, Concerns