



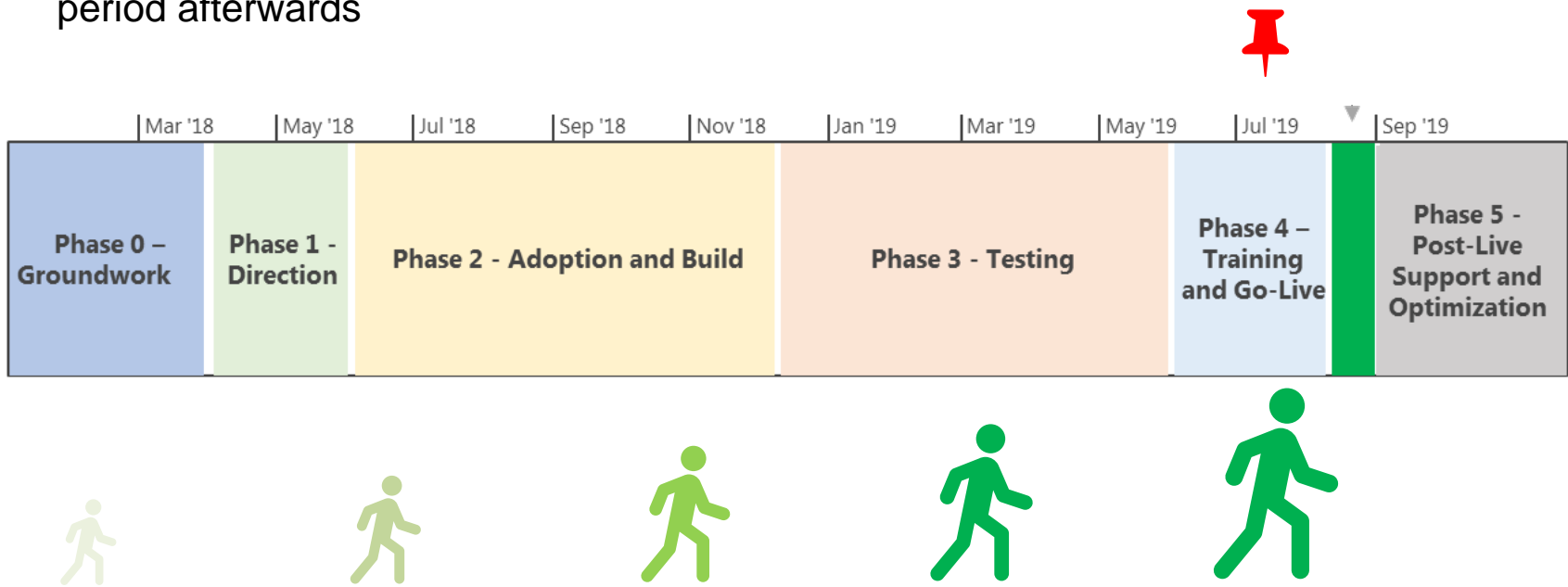
Laguna Honda Epic Implementation Update

July 9, 2019

Joint Conference Committee

Background

- Laguna Honda is currently in Phase 4 of the Epic unified electronic health implementation project
- This year's focus will be ensuring a successful go-live on August 3rd and optimization period afterwards



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	Green
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	Green
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	Red
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	Red
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	Green
Develop the process to QA Charge C	Develop a plan to QA charge capture on day 1	K. Yip, M. Valencia, M. McShane	Plan by 7/1/19	Green
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	Green
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	Red

Epic Processes – LTC High Value Targets

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

Gap 1: Care Planning	Jennifer Carton - Wade	87%	8/6/18	8/1/19
Gap 2: Medication Administration - REMAINDER BEING TRACKED IN PHARMACY DOMAIN	Michelle Fouts	100%		3/30/19
Gap 3: MDS	Edward G Eliz. Dayrit	100%	11/19/18	4/30/19
Gap 4: Documentation	Madonna Ingrid	76%	8/6/18	7/15/19
Gap 5: Psychotropics	Yifang Qian	100%	11/5/18	7/30/19
Gap 6: Rehab Therapies	David Snyder	73%	11/15/18	6/1/19
Gap 7: Training/Communication		46%	3/31/19	8/1/19

Epic Policies

LHH Department	Total # of P&Ps	# of P&Ps Requiring Epic Changes	# of P&P Revisions Pending	# of P&P Revisions In Progress	# of P&P Revisions Completed	% P&P Revisions Pending	% P&P Revisions In Progress	% P&P Revisions Completed
LHHPP (Hospital-wide P&Ps)	299	66	4	20	42	6%	30%	64%
Nursing	108	79	3	10	66	4%	13%	84%
Medical Staff	26	3	0	0	3	0%	0%	100%
Activity Therapy	21	4	0	0	4	0%	0%	100%
Admissions & Eligibility	50	16	0	0	16	0%	0%	100%
Central Processing Dept.		0	0	0	0	N/A	N/A	N/A
Clinical Nutrition & Diet Manual	14	6	0	0	6	0%	0%	100%
Clinical Laboratory	10	4	0	4	0	0%	100%	0%
Environmental Services	23	1	0	1	0	0%	100%	0%
Facility Services	53	0	0	0	0	N/A	N/A	N/A
Food Services	151	7	0	7	0	0%	100%	0%
Health Information Services	34	0	0	0	0	N/A	N/A	N/A
Information Systems	6	0	0	0	0	N/A	N/A	N/A
Outpatient Clinic	16	4	0	4	0	0%	100%	0%
Pharmacy	60	22	0	2	20	0%	9%	91%
Radiology	37	9	0	9	0	0%	100%	0%
Rehabilitation Services	64	13	0	1	12	0%	8%	92%
Respiratory Services	19	15	0	15	0	0%	100%	0%
Social Services	19	8	0	1	7	0%	13%	88%
Spiritual Care	11	0	0	0	0	N/A	N/A	N/A
Vocational Rehabilitation	10	3	0	0	3	0%	0%	100%
Volunteer Services	11	0	0	0	0	N/A	N/A	N/A

Epic Upgrades – New Chart Rooms

In addition to Wi-Fi upgrades throughout the facility, all neighborhoods have received dedicated charting rooms



Epic People – Core and Regular Superusers

	Est Core	Actual Core	%	Est Regular	Actual Regular	%
LHH	16.09	13	81%	160.9	83	52%
PC	8.3375	4	48%	83.375	81	97%
ZSFG	42.1275	34	81%	307.505	260	85%
Total	66.555	51	77%	551.78	424	77%

- Similar to the trend seen across DPH, Laguna Honda did not obtain our estimated number of core and regular superusers needed for go-live
- We are hoping to address the volume issue by developing a value-based approach to superuser go-live activities

Epic People – Core and Regular Superusers

- Core and regular superusers are positioned as 9 teams supporting different areas:
 - #1: Nursing, Respiratory
 - #2: Nursing, Dietary, UM, QM
 - #3: Nursing, Psychiatry, Social Services
 - #4: Nursing, EVS, Activity Therapy, Vocational Rehab Services
 - #5: Care Experience, Ambulatory Clinic, MDS
 - #6: Rehab
 - #7: Health at Home
 - #8: Pharmacy
 - #9: Admissions and Eligibility
- Teams 1-5 has 2 Core Super Users
 - Core Super User support will be provided to those departments without CSUs
- Teams 6-9 has 1 Core Super User for the designated areas

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

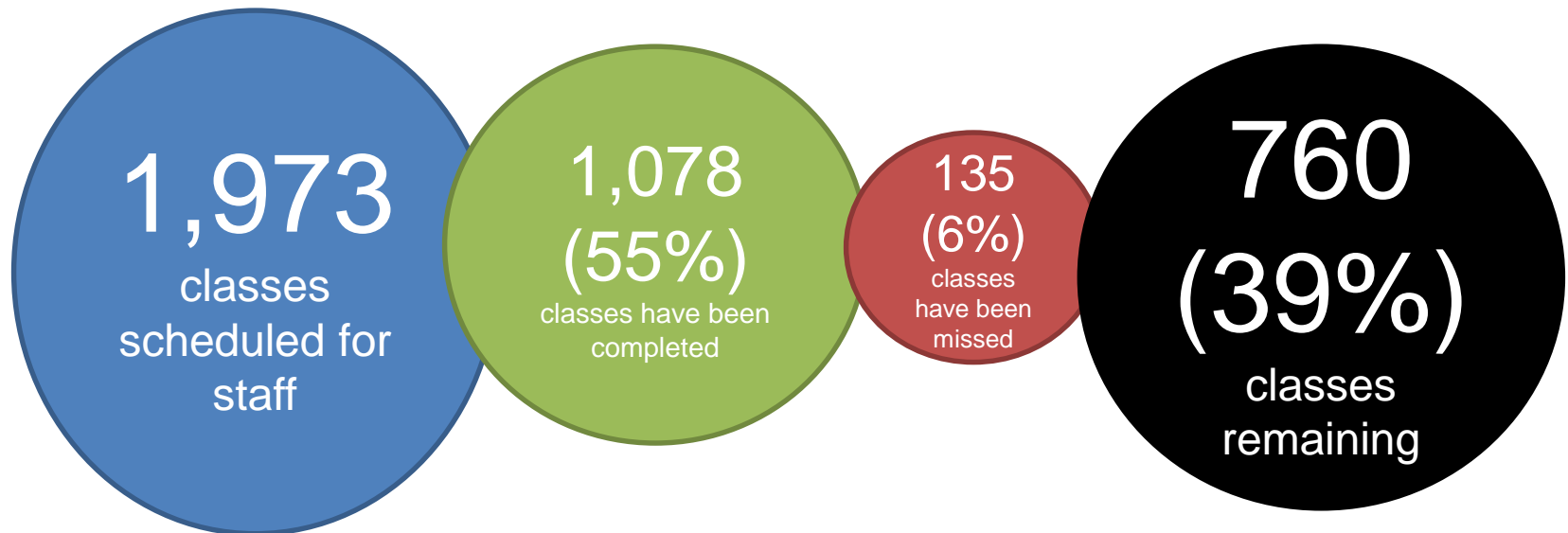
Epic Workflow Walkthrough

- Laguna Honda hosted a workflow walkthrough event on May 15 to help end users learn the practicality of various workflows related to Long Term Care.
- Sessions focused on:
 - MDS (minimum data set) and
 - LOA (leave of absence)
 - In Basket Messaging



Epic People – User Training

- All staff were assigned basic PC skills training and role-based pre-training courses in eLM in order to be eligible towards in-class training
- Since Epic in-class training went live on June 17, Laguna Honda staff have demonstrated the following performance



Additional Go-live Readiness Activities

- Laguna Honda will also be conducting other events in preparation for August 3rd that includes:
 - Technical Dress Rehearsals
 - Long Term Care Mock Survey Event
 - Long Term Care Day in the Life



Epic Operations Command Center

- To support go-live day, we will be setting up a dedicated command center with both technical, clinical and leadership roles filled 24/7
- The Operations Command Center will be staffed for 2 weeks following go-live and then be re-evaluated for continuation if a need is present

Epic Next Steps

- 24 days until go-live!



Epic



Comments, Questions, Concerns