



Committee on Information Technology

Regular Meeting
February 15, 2018

1 Dr. Carlton B. Goodlett Place, City Hall, Room 305
San Francisco, CA 94102

8. Update: Electronic Health Records

Department of Public Health



What is the EHR System

- What is an EHR System?
 - An Electronic Health Record (EHR) system is used to digitally capture all clinical and diagnostic information allowing for coordinated patient care and efficient billing.
- The EHR system allows SFDPH to:
 - Track patient data for over ~550,000 patient encounters per year at DPH
 - Support patient billing for the ~\$650 Million + in annual revenues for DPH
 - Comply with regulatory and reporting requirements necessary to keep accreditations



EHR Procurement Ordinance

- DPH currently has a patchwork of multiple systems (many outdated). Current health care industry standards require a modern EHR system that unifies all hospitals and clinics.
- DPH's current primary EHR system is end-of-life and will likely no longer be supported by the vendor after 2020.
- DPH is requested approval from the Board of Supervisors to enter into a contract with Epic City Government, LLC (Epic) for the delivery of software, support and implementation services, maintenance services, and hosting
- Epic City Government, LLC was selected using competitive bid (RFP # 3-2017)

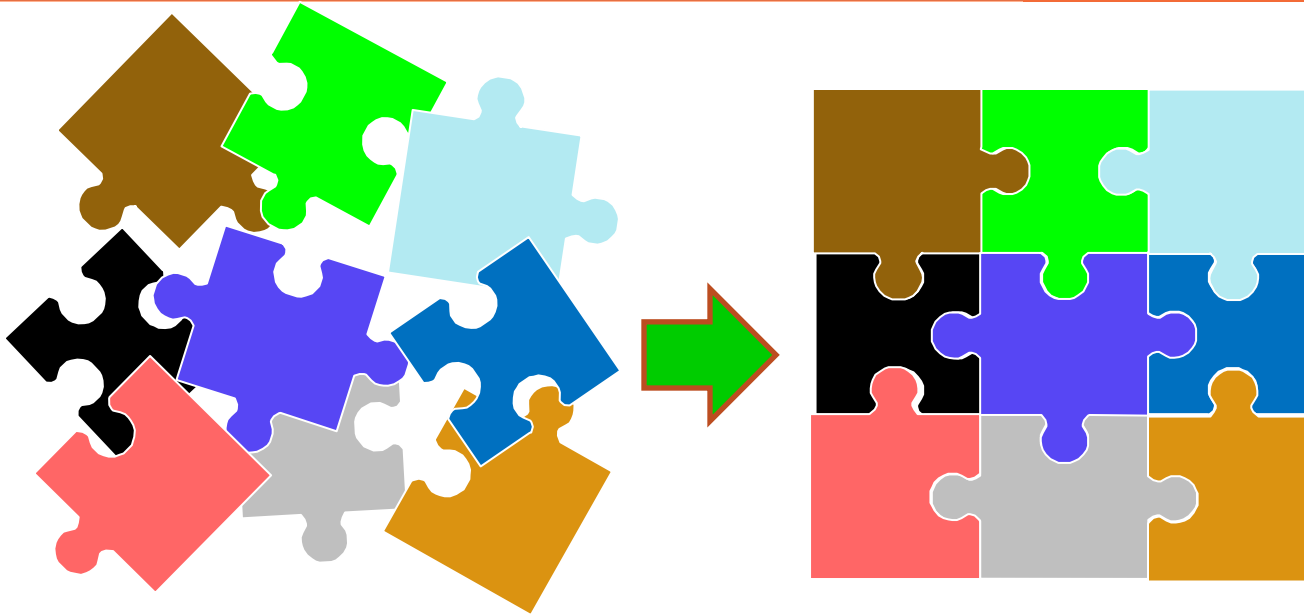


Why does DPH need an Unified EHR now?

- Patient Care Outcomes
 - A modern, unified EHR system will improve safety and coordination of care department-wide
 - Our patients deserve the same modern tool that supports optimal care at Kaiser Permanente, UCSF, and Stanford
- Financial and Regulatory Risk
 - Approximately \$650 million annual at risk if clinical documentation and legacy billing system is allowed to go unsupported
 - A single unified EHR will improve DPH's ability to draw reimbursement from Medi-Cal, Medicare, and commercial insurance
 - Consolidate multiple legacy systems into a single platform to reduce licensing, maintenance, and compliance costs



Why does DPH need an unified EHR?



■ Jail Health

■ ZFGH Intensive Care Unit

■ Laguna Honda Hospital

■ Specialty Care

■ Home Health

■ ZFGH Emergency Dept

■ ZFGH Med/Surg

■ Primary Care

■ Behavioral Health

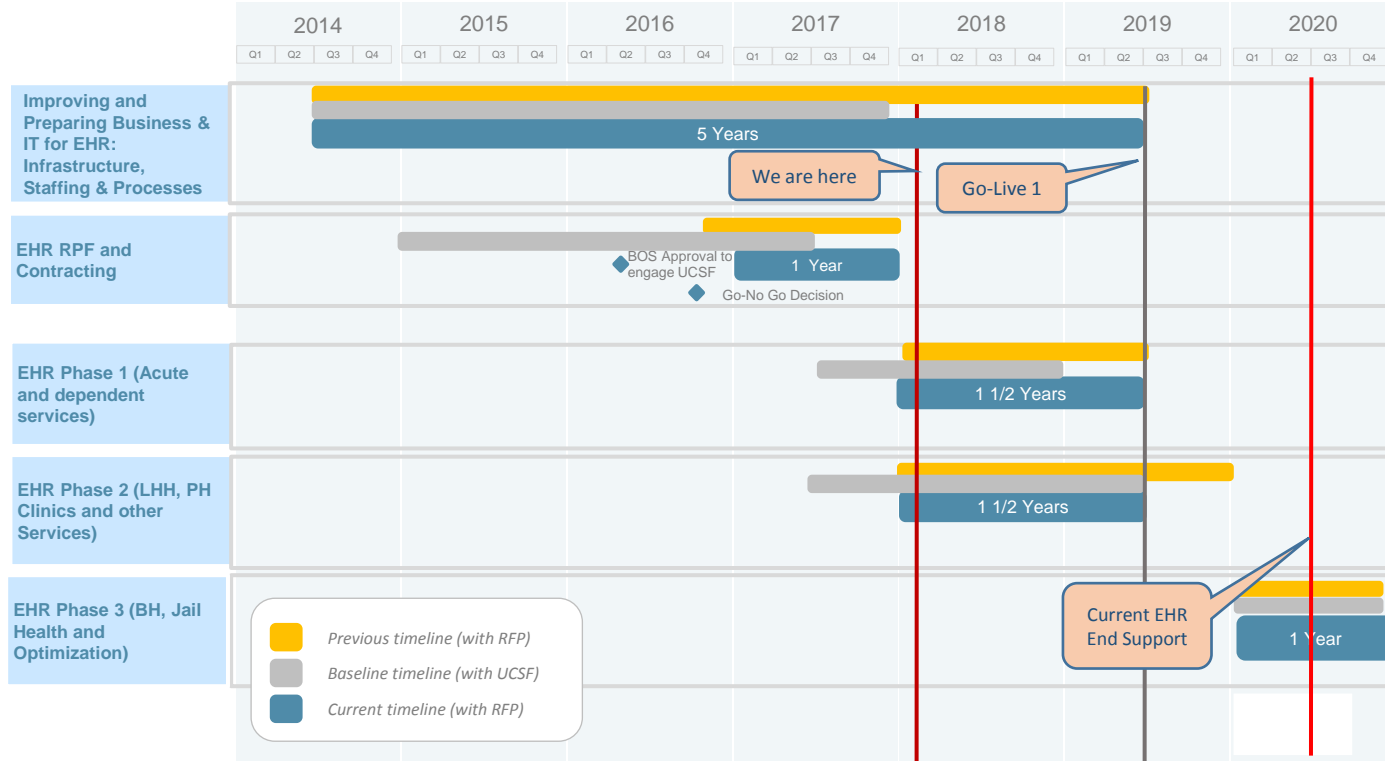


Anticipated Scale of Unified EHR Project

- Overhaul of EHR clinical and billing systems into a single, consolidated platform
- Major, multi-year effort that will impact almost all DPH patients
- Top strategic priority for DPH and Health Commission
- Project is included in the adopted COIT Information and Communication Technology (ICT) Plan and 5-Year Financial Plan (~\$223.4 million 5 year cost; ~\$20.0 million per year operating expenses)
 - 10 year Total cost of ownership is estimated at ~\$377m with contingency

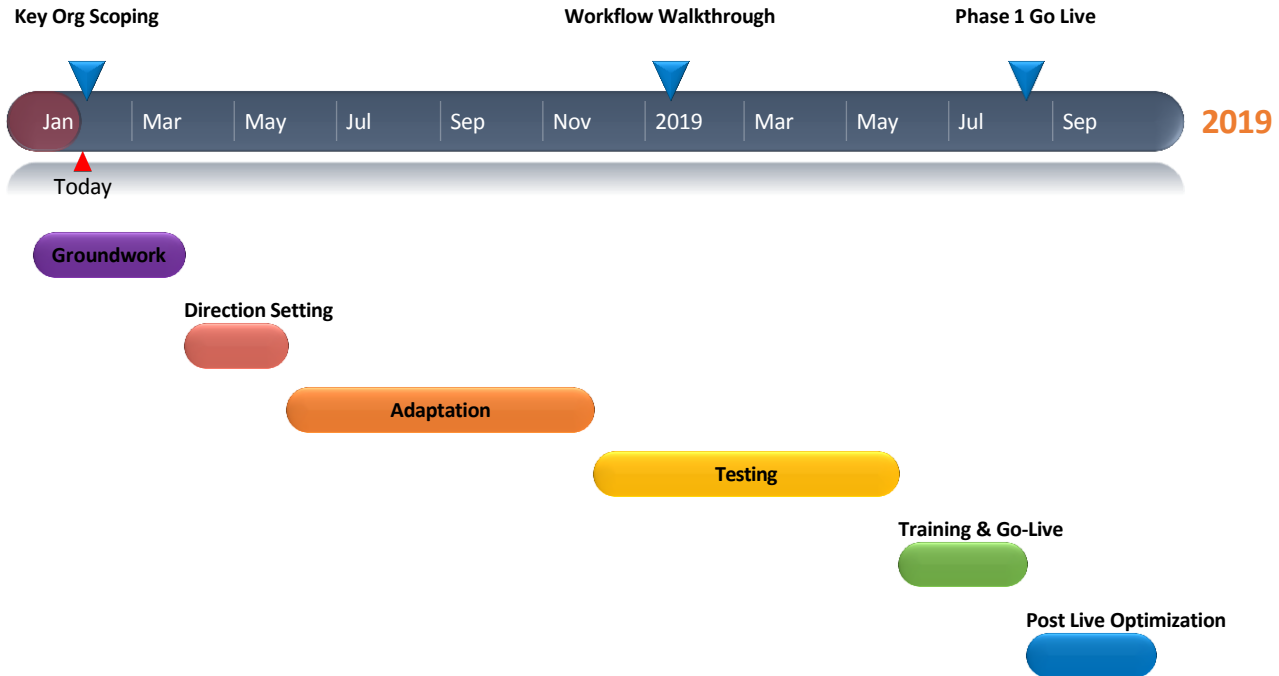


DPH-EHR Timeline: Overall





DPH-EHR Timeline: Epic





Project Phases for Initial Epic Go-Live

Task Name	Start	Finish
Phase 0 – Groundwork and Project Scope (Initiate Project)	Tues 1/2/18	Fri 3/30/18
Phase 1 – Direction	Mon 4/2/18	Fri 5/25/18
Phase 2 – Adoption and System Configuration	Mon 5/28/18	Fri 11/30/18
Phase 3 – Testing	Mon 12/3/18	Fri 5/31/19
Phase 4 – Training, Deployment and Go-Live	Mon 6/3/18	Fri 8/2/19
Go Live (Go-Live Day will be Saturday, August 3)	Mon 8/5/19	Fri 8/23/19
Phase 5 – Post-Live Support and Optimization	Mon 8/26/19	Fri 10/18/19

Current Project Budget

(in 1000s)	Y1 FY17-18	Y2 FY 18-19	Y3 FY 19-20	Y4 FY 20-21	Y5 FY 21-22	Y6 FY 22-23	Y7 FY 23-24	Y8 FY 24-25	Y9 FY 25-26	Y10 FY 26-27	Total
Project Management & Facilities	\$ 14,031	\$ 10,594	\$ 3,786	\$ 873	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,284
Epic Software Implementation	\$ 9,540	\$ 13,388	\$ 15,569	\$ 1,724	\$ 2,336	\$ 1,168	\$ -	\$ -	\$ -	\$ -	\$ 43,726
Core Implementation Support	\$ 13,124	\$ 47,528	\$ 20,195	\$ 196	\$ 99	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,142
Go Forward Initiatives	\$ 13,377	\$ 11,819	\$ 6,611	\$ 3,087	\$ 466	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,361
Ongoing Hosting & Support	\$ 1,845	\$ 3,845	\$ 9,750	\$ 13,613	\$ 14,321	\$ 14,883	\$ 15,383	\$ 15,880	\$ 16,334	\$ 16,802	\$ 122,654
Total	\$ 51,917	\$ 87,175	\$ 55,911	\$ 19,494	\$ 17,222	\$ 16,051	\$ 15,383	\$ 15,880	\$ 16,334	\$ 16,802	\$ 312,168
COIT Estimate	\$ 13,235	\$ 95,810	\$ 86,274	\$ 20,778	\$ 21,184	\$ 21,597	\$ 22,246	\$ 22,915	\$ 23,606	\$ 24,320	\$ 377,022
Over/(Under) COIT Approved Estimate	\$ 38,681	\$ (8,635)	\$ (30,363)	\$ (1,284)	\$ (3,962)	\$ (5,546)	\$ (6,863)	\$ (7,035)	\$ (7,272)	\$ (7,518)	\$ (64,854)*
Wave 3 Initiatives	\$ -	\$ -	\$ -	\$ 3,637	\$ 5,422	\$ 1,838	\$ 1,841	\$ 2,106	\$ 2,169	\$ 2,456	\$ 19,471
Over/(Under) COIT Approved Estimate	\$ 38,681	\$ (8,635)	\$ (30,363)	\$ 2,354	\$ 1,461	\$ (3,707)	\$ (5,022)	\$ (4,929)	\$ (5,103)	\$ (5,062)	\$ (45,383)**

*20.8% Contingency without Wave 3

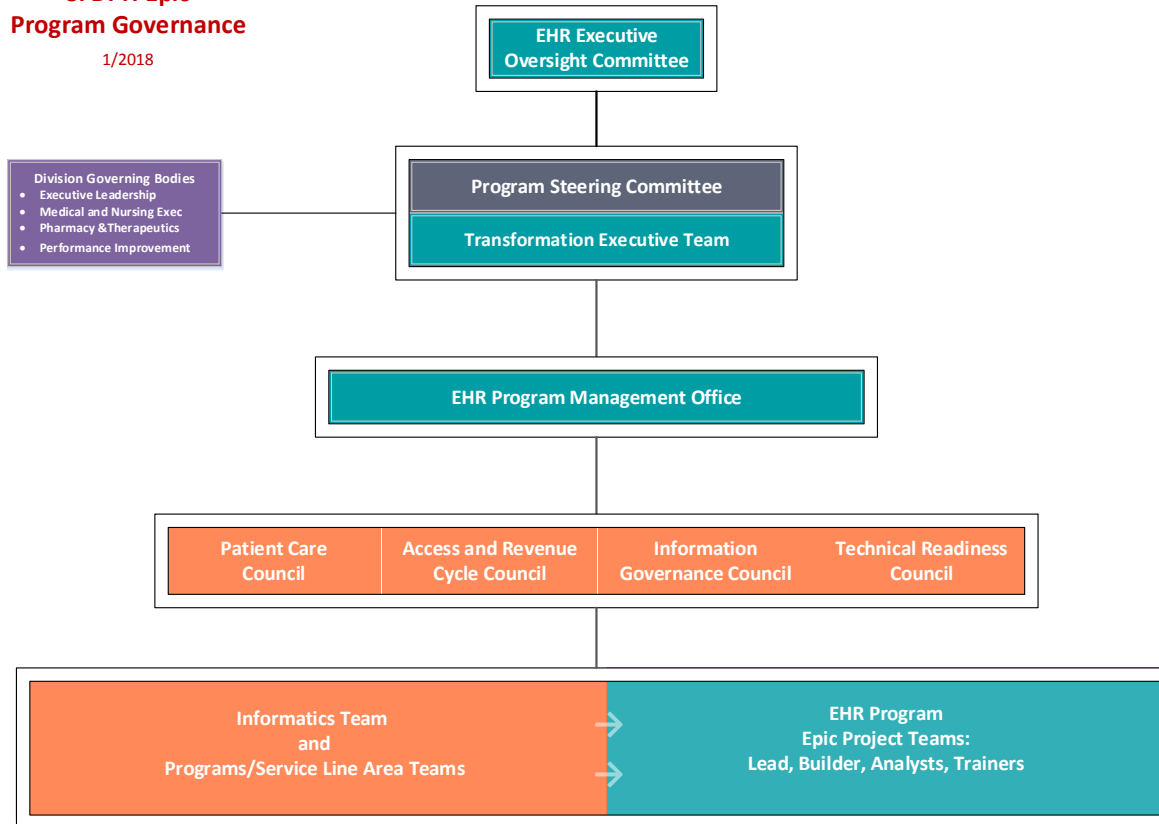
**14.7% Contingency with Wave 3 scope changes



DPH EHR Governance Structure

SFDPH Epic Program Governance

1/2018





Accomplishments

PMO Accomplishments

- ✓ Phase Zero, Groundwork, began January 2nd
- ✓ Project Management Contracts signed
 - ✓ KPMG, Deloitte & Nordic
- ✓ 3rd Party Contracts are on schedule
- ✓ Hired 15 SFDPH new Epic Certified employees
- ✓ Approximately 70 internal candidates identified to fill 56 project positions
 - ✓ Final decisions to be made February 6th
- ✓ Administrative Program Management Office has launched tools and processes for tracking project status

Epic Accomplishments

- ✓ Epic EHR System Contract Signed
- ✓ Assigned their Project Leadership
- ✓ Hosted Epic Overview for SFDPH Leadership at corporate headquarters
- ✓ Delivered Project Plan
- ✓ Delivered Direction Setting Schedule
- ✓ Provided Guidance on Governance Structure



Next Steps and Risks

Next Steps

- Kick-off with full project team scheduled for February 27, 2018
- Onboarding of SFDPH employee transfers
- Groundwork & Key Organization scoping questions answered
- Preparing for “Direction Setting” (detailed review of Epic Foundation system and facilitation of key design decisions) to occur in April and May

Risks

- Upcoming Direction Setting sessions will require significant time commitment from Subject Matter Experts
- Complete Timely hiring for new implementation team



Questions

