Health Forum / AHA Leadership Summit

The Trustee and CEO’s Guide to Health IT Governance: Lessons from Most Wired Best Practices

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Disclaimer

Please note that the views expressed by the conference speakers do not necessarily reflect the views of Health Forum and the American Hospital Association.
Russ Branzell, FCHIME, CHCIO, CEO and President, CHIME
We’ve come a long way!
Learning Objectives

- Discuss ways an effective and formalized IT governance process supports the organization’s business goals and strategies while mitigating industry challenges and pressures.
- Describe how an effective IT governance process positions the organization to quickly and effectively leverage IT investments.
- Examine the critical role that CEOs and Board of Directors play in the organization’s IT governance process.
- Explore the Most Wired best practices for IT governance success and ways you can achieve similar success in your organization.
Effective IT Governance supports the organization in meeting today’s industry challenges while providing the framework for the future and long term sustainability.

*Today’s Challenges will only Increase:*

- Meaningful Use Stage 2, Stage 3 *and beyond*
- Changing Payment Models / ACOs
- Population health / Analytics
- Care Transitions Across the Patient Care Continuum
- High Touch, High Patient Care Quality Outcomes
- Cybersecurity
Ed Kopetsky, FCHIME, CIO, Stanford Children’s Health / Lucile Packard Children’s Hospital
IS Governance Structure

Board IS Committee

IS Executive Committee
- Strategic Plan
- Investments
- Resource Allocation

Operations Leadership
- Recommend Priorities
- Execution Oversight
- Deploy Project Teams

IS Strategic Teams
- Patient Care
- Business Management
- Community Network
- Infrastructure

Project Teams (Multiple)
- Business / Clinical Leader Chair
- IS Co-Chair
IS Strategic Framework

Information Services Strategic Plan

**IS STRATEGIC GOALS**

- Innovation through process & technology integration
- Assure a high performance, reliable, and secure environment
- Implement solutions to support the clinical care continuum
- Develop knowledge through advanced analytics
- Evolve & sustain a culture of service excellence
- Leverage & optimize enterprise solutions
- Assure financial sustainability of IS Investments
Clinical Optimization Governance

- IS Executive Committee (IS EXEC)

  Clinical Oversight Group (COG)

  - Ambulatory Workflow Committee (AWC)
  - Inpatient Clinical Workflow Committee (CWC)

  IS Physician Advisory Group

  Inpatient Nursing Informatics Council

Optimization Workgroups

- MyChart Workgroup
- Chart Review Workgroup
- Electronic Orderset Committee
- Perinatal Workgroup
- CVICU Workgroup
- NICU Workgroup
- PICU Workgroup
- Acute Care Workgroup
- Clinic Operations Workgroups
- CDS Committee
- Cadence Workgroup
- Bass Center Workgroup
- Periop Workgroup
- SSU Workgroup
- RT Workgroup

- Optimization Request: Prioritization and Escalation
- Optimization Request: Review, Prioritization & Tracking
- Optimization Request: Gathering, Vetting & Scoping
Leverage Governance for New Needs

- Board Committee
- IS Exec
- Analytics
- Strategic Priorities
- Security
- Innovation
Adrienne Edens, FCHIME, LCHIME, CHCIO,
Vice President and CIO, Sutter Health East Bay Region
Adding Strategic Initiatives

• Security Strategy

• EHR Optimization

• Alignment with Lean
Security Strategy

Strategy and Planning

Benefit Realization, Metrics and Reporting

Governance & Policy
- Policy, Procedures, Standards and Guidelines
- Compliance (PCI, Regulatory, Audit)
- Training and Awareness
- Vendor Contract Security Review

Risk Management
- Security Risk Assessment
- Risk Communication and Advisory
- Risk Mitigation
- Vendor Risk Assessment

Cybersecurity
- Threat Monitoring & Assessment
- Data Loss Prevention
- Encryption (Email, Endpoint, Removable Media)
- Patch Compliance
- Vulnerability Scanning
- Malware Monitoring
- Incident Response

Identity & Access Management
- Account Administration
- Periodic Access Review
- Single Sign-On
- Federated Identity Management

Physical Security
- Facility Access & Badging
- Monitoring
- Incident response

Program and Service Delivery

Business Driven Innovation Enablement

Pending Approval
Continuing Investment

- EHR enhancements
- Upgrades
- New modules
- Clinical practice
Optimization - Our Commitment

- To recognize the significance of the change this brings to the care givers, operators and business owners.
  - Sutter EHR is not as much about the technology as it is about the impact of change to the operation.

- To continue to refresh the original design of the system in order to meet the changing needs of Sutter Health.

- To reduce variation wherever possible in order to minimize the complexity of an already complex effort.

- To apply lessons learned from previous implementations and continuously improve.
Continuous EHR Improvement Focus

People
User Proficiency*
- Assessments
- Personalized User Support/Structure
- Technology Adoption
  - Training
  - Change Management
  - Communications

Process
Process Improvement
- Workflow Changes
- Reporting
- Opportunity Identification
- Change Control
- Governance

Technology
System Enhancements
- Upgrades
- New Modules
- New Interfaces
- Functionality
- Clinical Content

Leverage Best Practices
Identify and spread best practices from within Sutter Health, and from across the industry

*Efficient & Satisfied Users
A3 as a Business Case

- Align all aspects of new IS initiatives
- Ensure that project requirements and costs are fully understood
- Start from the current state and articulate the future state
- Initiate Lean management
# What’s in an A3?

## The A3 Report

<table>
<thead>
<tr>
<th>Background</th>
<th>Future State &amp; Countermeasures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why do we need to work on this?</td>
<td>Actions being taken to address the issue (what, who, when)</td>
</tr>
<tr>
<td>Context</td>
<td>Quick fixes (Containment actions)</td>
</tr>
<tr>
<td>Importance</td>
<td>To Be process map</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Current State</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>Problem statement/definition</td>
<td>Results achieved</td>
</tr>
<tr>
<td>As is process map</td>
<td>Trend graph (before/after)</td>
</tr>
<tr>
<td>Scale of the problem (data)</td>
<td></td>
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<tr>
<th>Objective</th>
<th>Follow-up</th>
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<tbody>
<tr>
<td>Target level of performance</td>
<td>Actions still required (what, who, when)</td>
</tr>
<tr>
<td>Desired outcome</td>
<td>Learning points to share</td>
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</tbody>
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<tr>
<th>Root Cause Analysis</th>
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<tr>
<td>Fishbone diagram</td>
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<tr>
<td>5 Whys</td>
</tr>
<tr>
<td>Data (Pareto, Scatter diagram)</td>
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</tbody>
</table>
Lean Management

- Regular reviews
- Recognize issues
- Revise plan
- Measure success
Albert Oriol, MBA, CIO, Rady Children’s Hospital-San Diego
Rady Children’s Health System
of Care

Acute Care Hospital

Urgent Care Centers:
Carlsbad, Escondido, La Mesa, Southeastern San Diego

Outpatient Locations

Satellite NICUs:
Scripps Encinitas, Scripps La Jolla, Palomar Medical Center, Rancho Springs

Satellite Pediatric Units:
Sharp Grossmont Hospital, Palomar Medical Center

Pediatric Genomics and Systems Medicine Institute

Clinical Outreach Locations:
Orange County, El Centro, Hawaii

Physician Partnerships:
CPCMG, RCSSD, CPMG

Community Health Improvement Services
Inpatient & Ambulatory EMR

Chief of Staff becomes CMIO

New CIO

EMR contract Signed

ED & Ambulatory Go-Live

RCHSD Joins

Inpatient Go-Live

Board IT Task Force Established

Interoperability discussions

EMR

EHR

EHR

EHR

EHR

Go-Live

Ecosystem partnership

mHealth discussions

ACO discussions
San Diego Health Connect
Better Information • Better Care

UC San Diego Health System
Rady Children's Hospital San Diego
Kaiser Permanente
Sharp
Scripps
UC San Diego Medical Center
U.S. Department of Veterans Affairs
Palomar Health
Tri City Medical Center
ECRM
Pioneers Memorial Healthcare System
Mountain Health Cares
San Ysidro Health Center
Vista Community Clinic
Clinicas de Salud del Pueblo, Inc.
San Diego Family Care
St. Vincent de Paul Village
North County Health Services
Borrego Health
Imperial Beach Community Clinic
Planned Parenthood of the Pacific Southwest
CHIME
College of Healthcare Information Management Executives
Ernest & Evelyn Rady give $120 million to establish genomics institute...
Guiding Principles

• Full Participation

• Full Focus

• Business/Clinical Ownership & Accountability

• Relentless Communication

• Empower Decision Makers

• Excellence, not perfection

• Leverage Success of Others

• Standardization
  – Value and respect the business needs of each entity

• On Time/On Budget

• It’s for the Kids!
Board IT Task Force

Responsibilities

Oversight of major IT acquisitions and implementations

Oversight of IT 5 year plan

Recommend capital expenditures for major information systems

Provide a vehicle for communication between the Board and management on IT matters

Periodic Risk Assessments

Required Structures and Processes:
• Project Structure and Governance
• Budget
• Project Plan
• Staffing
• Communication
• IT Service Management

Desired Outcomes:
• Adoption and Organizational Focus
• Benefit Realization
IT Governance

- Business

Enables

Information Management

Drives
Best.
Thing.
Ever.
Panel Discussion
&
Q & A
Thank you!