AHS Board of Trustees Meeting

CEO REPORT
JULY 26, 2018

ALAMEDA
HEALTH SYSTEM

Updates

- May System Dashboard Update

- System Updates
  - Employee Forums
  - FY18 Critical Initiatives Successes
  - Dashboard metrics (note on Network)
  - Acute and PES Census Challenges
  - Financial Discoveries
  - Leader Recruitment
  - Employee Forums
  - SNF Recertifications
  - -CEO Goals: Grants Administration- CLOSED SESSION ITEM
  - Primary Care Cap Go-Live
  - Alameda 4th of July

- Epic Performance Status Update
  - April Epic performance update
  - Direction Setting Sessions and Naming Contest
  - County Agreement Update

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HEALTH SYSTEM

Updates

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HEALTH SYSTEM

AHS OPERATIONAL PLAN FY 2018

PERFORMANCE DASHBOARD

AHS FY'18 Performance Management Dashboard

ALAMEDA HEALTH SYSTEM

Fiscal Year 2018 -June Report: True North Metric Dashboard

Data Current to May 2018

Updated: 7/16/2018

Pillars	Definition	True North	FY 2017 (baseline)	FY 18 Target	Current Performance Timeframe	Current Performance Results	FY18 YTD Results	Trend	Desired Direction
Access	Be a leader in access to quality affordable care	Primary Care No Show Rate	23.40%	21.06%	Jun-18	21.57%	22.19%		↓
		Specialty No Show Rate	25.25%	22.73%	Jun-18	23.52%	23.05%		↓
		3rd Next Available Appointment: Adult General Medicine Return	54.12*	48.71	Jun-18	22			↓
		Non-Traditional Ambulatory Encounters (E-Consults)	600	660	Jun-18	57	958		↑
		HPAC Non-Traditional Ambulatory Encounters (coded telephone visits)*^	112*	123.2^	Jun-18	422	338		↑
		Outpatient Therapy Waitlist Volume (OT,PT, ST, Audiology)*^	2548*	2293.2^	Jun-18	1165	1607		↓
		Outpatient Therapy Average Days on Waitlist (internal referrals)*^	104*	83.2^	Jun-18	75	99		↓
		Outpatient Therapy Average Days on Waitlist (external referrals)*^	194*	155.2^	Jun-18	24	54		↓
Sustainability	Be an organization that operates profitably and generates funding to support our mission	EBIDA Margin	5.5%	4.2%	May-18	TBD	4.0%		↑
		Operating Margin	3.9%	2.7%	May-18	TBD	2.4%		↑
		Expense Per APD	$ 2,696	$ 3,107	May-18	TBD	$2,805		↓
		FTE's per AOB	4.37	5.10	May-18	TBD	4.50		↓
		Worked Hours Per APD	21.59	24.42	May-18	TBD	21.96		↓
Quality	Promote and maintain patient health and wellness while doing no harm	PRIME Metrics on Target	60	57	May-18	54			↑
		Acute: All Cause 30 Day Readmits	12.90%	11.53%	May-18	12.75%	12.41%		↓
		Inpt Acute Med-Surg Falls per 1000 Patient Days	2.59	2.10	Jun-18	3.21	2.81		↓
		Skilled Nursing Falls per 1000 Patient Days	1.98	1.68	Jun-18	1.91	1.50		↓
		Behavioral Health Falls per 1000 Patient Days	3.49	3.14	Jun-18	3.97	3.10		↓
Experience	Be the best place to stay well, heal and receive care	HCAHPS - % Rate Hospital 9 or 10	71.5%	74.30%	May-18	63.8%	72.2%		↑
		CG CAHPS-% Rate Provider 9 or 10	69.5%	71.48%	Apr-18	73.9%	73.0%		↑
		Inpt Behavioral Health Mean	80.5	82.2	May-18	80.1	79.7		↑
Network	Integrated health care delivery across the continuum to optimize directly provided or contracted services	Successful completion of Year 1 deliverables of Health Homes Pilot with Alliance	Complete Project	Completed Project	Jun-18	On Track			■
		Rehospitalization during the first 30 days of Home Health	N/A	15%	Jun-18		15.00%		↓
Workforce	The best place to learn and work	Recruitment Days (Post to Start)	72.76 days	70	Jun-18	90.07	65.69		↓
		Turn Over †	12.34%	11.09%	Jun-18	13.64%	11.40%		↓

* Modified Baselines - Single Month instead of fiscal year: HPAC -June 2017, Waitlist Measures July 2017, 3rd Next Aug2017
^ Year to Date results represent a monthly average
† Results are annualized to allow for comparison

Project Delayed or Performance Greater Than 2% From Desired Target
Project At Risk or Performance Within 2% of Target
Project On Track/Completed or Performance Target Met or Exceeded

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AHS OPERATIONAL PLAN FY 2018

SYSTEM UPDATES

FY17 Critical Initiatives

Successes
- Epic selection and launch
- PRIME Performance
- HealthPAC Performance
- Health Homes Pilot
- Alameda Primary Care
- CS4E
- Sim Center Opening
- Alameda Primary Care
- Rehab Relocation
- GPO Contract
- Leadership Academy

Ongoing Efforts
- Epic
- PRIME (and now QIP)
- Primary Care Capitation
- Rehab Relocation
- Leadership Academy

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HEALTH SYSTEM

Primary Care Capitation- Up Next: Eastmont Wellness—8/1/2018

Primary Care Capitation

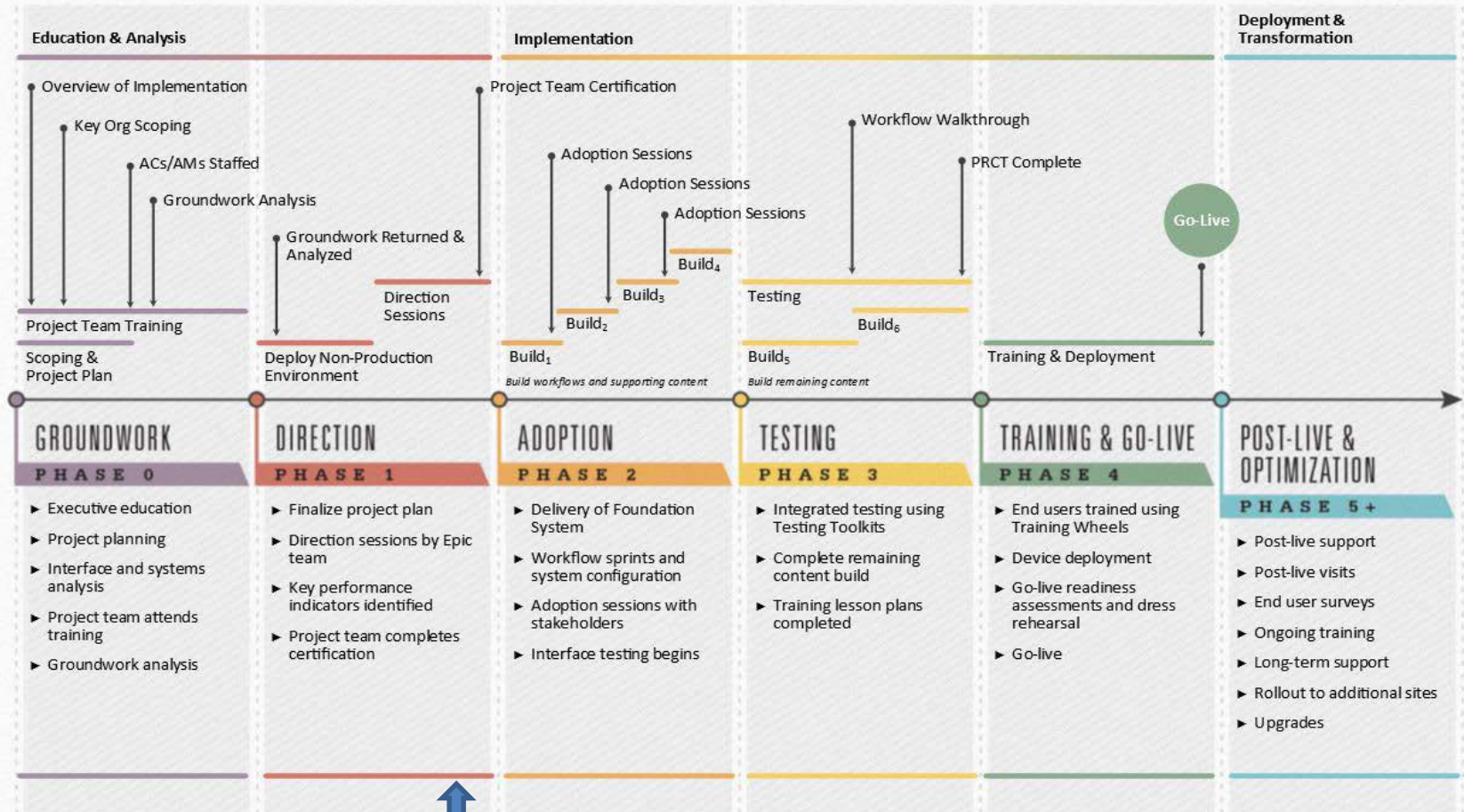| APM Contract Measure	Alliance Overall Performance	Projected 2017 Estimate – Newark WC	Year 1 Goal – Newark WC (FY 2018-19)
PCP visits PMPY	2.0	0.7	1.2
In-network specialty utilization	Not Available	20%	22.2%
Initial Health Assessment	42.2%	22.3%	32.3%
Third Next Available Appointment (return visits)	Not Applicable	Avg. 42 days - adults Avg. 18 days - children	Downside risk – avg. Ý by more than 5% Upside risk – avg. ß by more than 10%
Emergency room visits per 1000 (annualized)	537.5	476.4	£ 480

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HEALTH SYSTEM

AHS OPERATIONAL PLAN FY 2018

EPIC PERFORMANCE STATUS UPDATE

CRITICAL INITIATIVE - EHR

IMPLEMENTATION OVERVIEW

Education & Analysis

- Overview of Implementation
- Key Org Scoping
- ACs/AMs Staffed
- Groundwork Analysis

Project Team Training

Scoping & Project Plan

Groundwork Returned & Analyzed

Direction Sessions

Deploy Non-Production Environment

Implementation

Project Team Certification

- Adoption Sessions
- Adoption Sessions
- Adoption Sessions

Build$_4$

Build$_3$

Build$_2$

Build$_1$

Build workflows and supporting content

Workflow Walkthrough

PRCT Complete

Testing

Build$_6$

Build$_5$

Build remaining content

Go-Live

Deployment & Transformation

Training & Deployment

GROUNDWORK
PHASE 0

- ► Executive education
- ► Project planning
- ► Interface and systems analysis
- ► Project team attends training
- ► Groundwork analysis

DIRECTION
PHASE 1

- ► Finalize project plan
- ► Direction sessions by Epic team
- ► Key performance indicators identified
- ► Project team completes certification

ADOPTION
PHASE 2

- ► Delivery of Foundation System
- ► Workflow sprints and system configuration
- ► Adoption sessions with stakeholders
- ► Interface testing begins

TESTING
PHASE 3

- ► Integrated testing using Testing Toolkits
- ► Complete remaining content build
- ► Training lesson plans completed

TRAINING & GO-LIVE
PHASE 4

- ► End users trained using Training Wheels
- ► Device deployment
- ► Go-live readiness assessments and dress rehearsal
- ► Go-live

POST-LIVE & OPTIMIZATION
PHASE 5+

- ► Post-live support
- ► Post-live visits
- ► End user surveys
- ► Ongoing training
- ► Long-term support
- ► Rollout to additional sites
- ► Upgrades

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HEALTH SYSTEM

Project Status Report

Epic

MONTHLY PROGRESS REPORT – June 2018

ALAMEDA HEALTH SYSTEM

OVERALL PROJECT STATUS

Satisfactory

OVERALL SCORE	DAYS UNTIL GO-LIVE
4.0/5.0	**~480 days**

AVERAGE SCORE FOR PHASE	GO-LIVE DATE
4.0/5.0	**Q4 2019**

OVERVIEW

The teams completed Direction Sessions this month. During these sessions, we demoed the system and gathered information that we will use to build the system. The sessions had high attendance and great engagement from subject matter expert stakeholders. In addition, attendees made key decisions that will drive configuration in the build phase of the project.

This month, you filled analyst and trainer vacancies for OpTime and Willow, respectively. Although you are actively interviewing candidates, there are still roles to fill for Hospital Billing, Tapestry, and Reporting as well as the Training Manager role. This is the largest focus area as we are one month away from beginning the build phase in August. In addition, continue to closely monitor completion of your next set of third party contracts needed for the beginning of the build phase August 6. There are currently 34 outstanding contracts that need completion prior to the beginning of application build.

ISSUES NEEDING EXECUTIVE INTERVENTION

There are no issues needing executive intervention at this time.

RECIPIENTS

Delvecchio Finley
Luis Fonseca
Ghassan Jamaleddine, MD
Ed Babakanian
David English, MD
Katya Osipova
Bernadette Jensen
Nick Volosin
Palav B Babaria, MD
Tanvir Hussain, MD
Tangerine Brigham
Sylvia Lozano
Mike Moye
Nancy Kaatz
Terry Lightfoot

UPCOMING MILESTONES

Direction Setting Session 3
July 24-26

ALAMEDA HEALTH SYSTEM

Project Accomplishments

- Project Team recruitment is > 95% complete and continues
- Project Team training is on track
  - 70 team members have gone to training
  - 44 individuals have one or more certifications that are pertinent to AHS
  - Total 74 Certifications effective 7/20
- Direction Setting Sessions
  - DS 1, June 12 to June 14 complete; 75 sessions
  - DS 2, June 26 to June 28 complete; 63 sessions
  - DS 3 is in progress

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HEALTH SYSTEM

July – Direction Setting 3

- DS3
- July 24 – July 26
- 400 individual attendees
- Day 1: 278; Day 2: 294; Day 3: 237 Total = 809
- 91 sessions
- Operating Room to Inpatient, Mammography, Pain Management, Dental, Inpatient Rehab, Urgent Care, Orthopedics, Population Health…

- Students and Residents – 7/26 3pm

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Project Accomplishments

- Project is on track and favorable to budget.

- Data Conversion Workgroups members are identified and sessions are being scheduled

- Operational Workgroups creation is on track (e.g. Pharmacy, Lab, Emergency, Long-Term Care, etc.)

- Reporting Direction Setting scheduled on Aug 1 and Aug 2

- End User Training Strategy kickoff scheduled on Aug 2

- Tapestry Direction Setting scheduled on Aug 7 and Aug 8

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August - December Build

AHS System Build

- **Aug 6 – Sept 7**: Build Bucket 1
- **Sept 9 – Oct 5**: Build Bucket 2
- **Oct 8 – Nov 2**: Build Bucket 3
- **Nov 5 - Nov 30**: Build Bucket 4

Epic onsite visits

- **Aug 7 – 9**: Epic onsite trip to work on build
- **Sept 25 - 27**: Epic onsite trip to work on build
- **Oct 23 - 25**: Epic onsite trip to work on build
- **Nov 27 - 29**: Epic onsite trip to work on build

August - December Adoption Schedule

Epic onsite visits

- **Adoption Sessions**
  - **Sept 11 - 13:** Epic adoption **1 (invites sent)**
  - **Oct 9 - 11:** Epic adoption **2**
  - **Nov 6 - 8:** Epic adoption **3**
  - **December 4 - 6:** Epic adoption **4**

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EHR PROJECT BUDGET

Budget Category	Beginning To Date Budget	Beginning To Date Spent	Beginning To Date Variance
C-01 - Epic Software License	350,000	350,000	-
C-16 - Epic Hosting	511,104	224,825	(286,279)
C-20 - Epic Passthrough 3rdParty Software	32,000	27,653	(4,347)
C-02 - Interfaces	-	-	-
C-03 - Conversions	-	-	-
C-04 - 3rd Party Software	3,500,000	323,385	(3,176,615)
Total Capital Software	4,393,104	925,863	(3,467,241)
C-05 - Hardware: Infrastructure, Network	1,000,000	711,609	(288,391)
C-06 - Hardware: End User Devices	306,750	-	(306,750)
Total Capital Hardware	1,306,750	711,609	(595,141)
C-07 - Labor - AHS FTE Implementation Team	4,478,585	3,113,958	(1,364,627)
C-17 - Labor - AHS SME Compensation	466,262	47,499	(418,763)
C-08 - Labor - AHS FTE Implementation Team Training and Education	911,250	245,678	(665,572)
Subtotal Capital AHS Labor	5,856,097	3,407,135	(2,448,962)
C-09 - Labor - Epic Implementation Fees	1,281,000	1,281,000	-
C-10 - Labor - Epic Travel Expenses	1,190,000	7,972	(1,182,028)
Subtotal Capital Epic Labor	2,471,000	1,288,972	(1,182,028)
C-11 - Labor - 3rd Party Consulting	605,598	257,959	(347,639)
C-12 - Labor - 3rd Party Consulting Travel	-	-	-
C-13 - Labor - Pre-Implementation Planning	500,000	428,536	(71,464)
Subtotal Capital Consulting Labor	1,105,598	686,494	(419,103)
Total Capital Labor	9,432,695	5,382,602	(4,050,093)
C-24 - Project Team Space Lease	83,333	29,423	(53,910)
C-22 - AHS Project Miscellaneous Expenses (Room Rent, Parking etc.)	100,000	51,898	(48,102)
C-21 - AHS Project Food Expenses	50,000	17,960	(32,040)
C-25 - AHS Implementation Team Office Supplies	-	3,234	3,234
C-14 - Contingency	-	-	-
C-18 - Epic Project Transfer Funds	-	-	-
C-19 - FQHC Grant	-	-	-
C-15 - CEO Scope Contingency	-	-	-
Total Capital Other	233,333	102,516	(130,817)
Total Capital	15,365,882	7,122,590	(8,243,293)

* some invoices have not been received yet
*3rd party contracts executed, invoices have not been received yet
* July payroll hasn't been posted in EPSI yet

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H E A L T H   S Y S T

County Agreement Update

- Draft document nearly complete
- Key terms include:
  - Confirmation that all capital costs reimbursements for County-owned assets will be remitted from AHS to the County
  - Methodology and timing for determining amount and authorizing payment
  - Confirmation that funds will be used to maintain County-owned facilities and assets operated by AHS
  - Agreement to develop a procedure for AHS requests to County (routine and emergent)

- Agreement will be brought to BoT in July

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HEALTH SYSTEM

AHS Board of Trustees Meeting

CEO REPORT
JUNE 28, 2018