

PLEASE USE MICROPHONE

Board of Trustees Meeting

July 25, 2019

Audio Recording in Progress

AHS Board of Trustees Meeting

CEO REPORT

JULY 25, 2019

Updates

01

True North
Metrics
Dashboard

02

System
Updates

03























SAPPHIRE
June
Performance
Status Update

04

Closing
Reflections

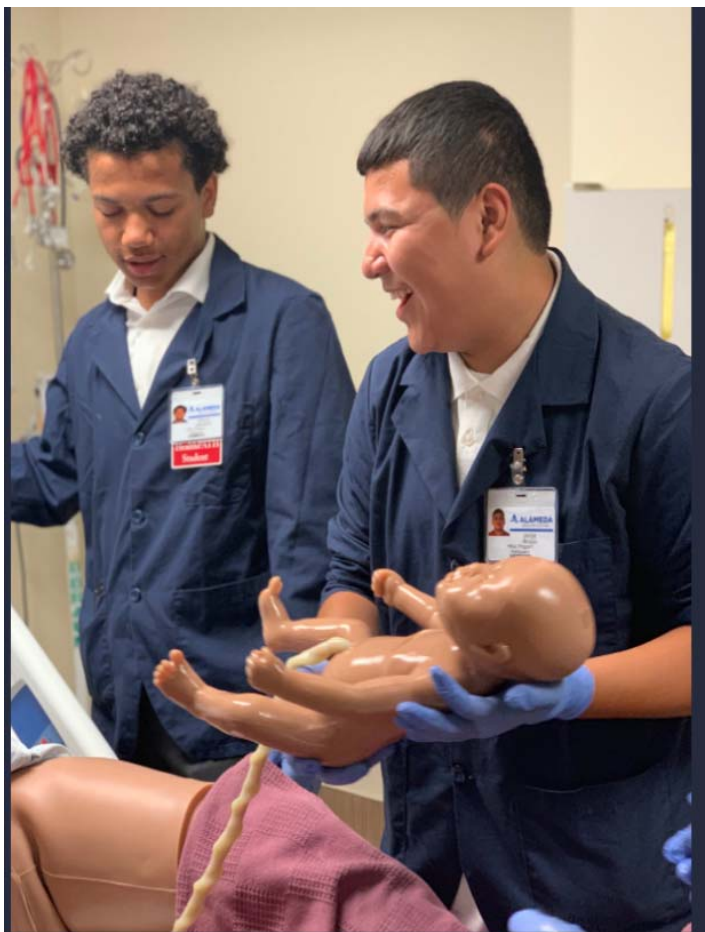
AHS OPERATIONAL PLAN FY 2019

PERFORMANCE DASHBOARD

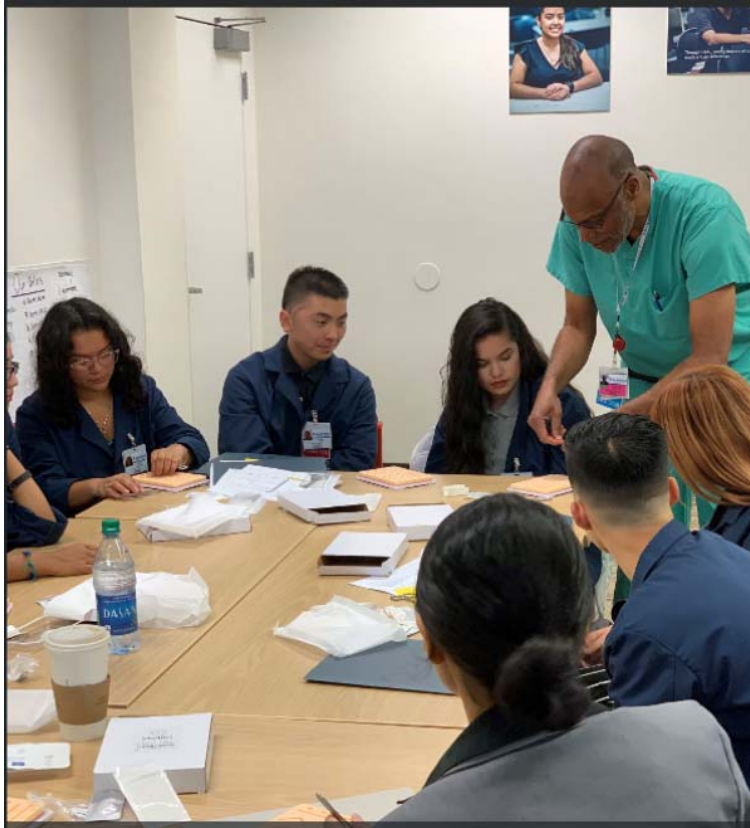
Pillars	True North	Baseline	FY 19 Target	Current Performance		FY19 YTD Results	Desired Direction	Trend
				Timeframe	Results			
Access <i>Time measures in Hour:Minute</i>	Ambulatory Appointment: Check-in to Discharge Time-Primary	1:15	1:09	Jun 2019	1:11	1:11	↓	
	Ambulatory Appointment: Check-in to Discharge Time-Specialty	1:34	1:26	Jun 2019	1:15	1:19	↓	
	Acute Med/Surg Observed to Expected Length of Stay	1.1	1.08	Jun 2019	1.15	1.12	■	
	Median Time from Decision to Admit to Inpatient Bed (HGH ED Admitted Pts)	8:54	7:07	Jun 2019	6:53	13:47	↓	
Sustainability	EBIDA Margin	2.2%	4.6%	May 2019	5.4%	4.1%	↑	
	AHS Cash Collections as a Percent of Expected Net Revenue	91.4%	92.4%	May 2019		99.0%	↑	
	AHS Gross Days in Accounts Receivable	65.50	67	May 2019		75.20	↓	
	Expense Per APD	\$2,787	\$ 2,846	May 2019	\$ 2,862	\$ 2,775	↓	
	Worked Hours Per APD	21.86	22.36	May 2019	20.90	20.80	↓	
Quality	PRIME Metrics on Target	55	54	May 2019	41		↑	
	QIP Metrics on Target	N/A	18	May 2019	19		↑	
	Acute: All Cause 30 Day Readmits	12.59%	12.23%	May 2019	13.92%	12.55%	↓	
	Hospital Acquired Infections Index	10.80	9.72	May 2019	2.49	5.24	↓	
	Hospital Acquired Harms Index per 1000 discharges	3.05	2.76	May 2019	2.48	1.72	↓	
Experience	HCAHPS - % Rate Hospital 9 or 10	72.1%	72.79%	May 2019	69.8%	66.8%	↑	
	HCAHPS- % Rate Care Transitions Domain "Strongly Agree"	46.0%	47.60%	May 2019	46.3%	45.6%	↑	
	CG CAHPS-% Rate Provider 9 or 10	73.6%	76.78%	Apr 2019	72.4%	72.9%	↑	
	Inpt Behavioral Health Mean	79.90	80.50	May 2019	81.20	78.60	↑	
Network	Rehospitalization during the first 30 days of Home Health	13.64%	14.40%	Jun 2019		6.45%	↓	
	Wellness Center Avoidable Out-of-network referrals for Ortho Back, General Surgery and Hepatitis C	11.46%	10.31%	Jun 2019	0.00%	3.33%	↓	
Workforce	Workplace Injury Reduction	303	288	Jun 2019	12	257	↓	
	Turn Over †	11.40%	11.09%	Jun 2019	16.11%	12.21%	↓	
† Results are annualized to allow for comparison		Performance not at Desired Target						
		Performance Target Met or Exceeded						

SYSTEM UPDATES

MISSION MOMENTS



HEALHPATH SUMMER PROGRAMS



HEALHPATH SUMMER PROGRAMS



HEALHPATH SUMMER PROGRAMS

Appeals Court Seems Skeptical About Constitutionality of Obamacare Mandate

A three-judge panel heard 90 minutes of oral arguments in a closely watched case that threatens the health coverage of millions.





Project Update





ALAMEDA HEALTH SYSTEM EXECUTIVE SUMMARY

June 2019



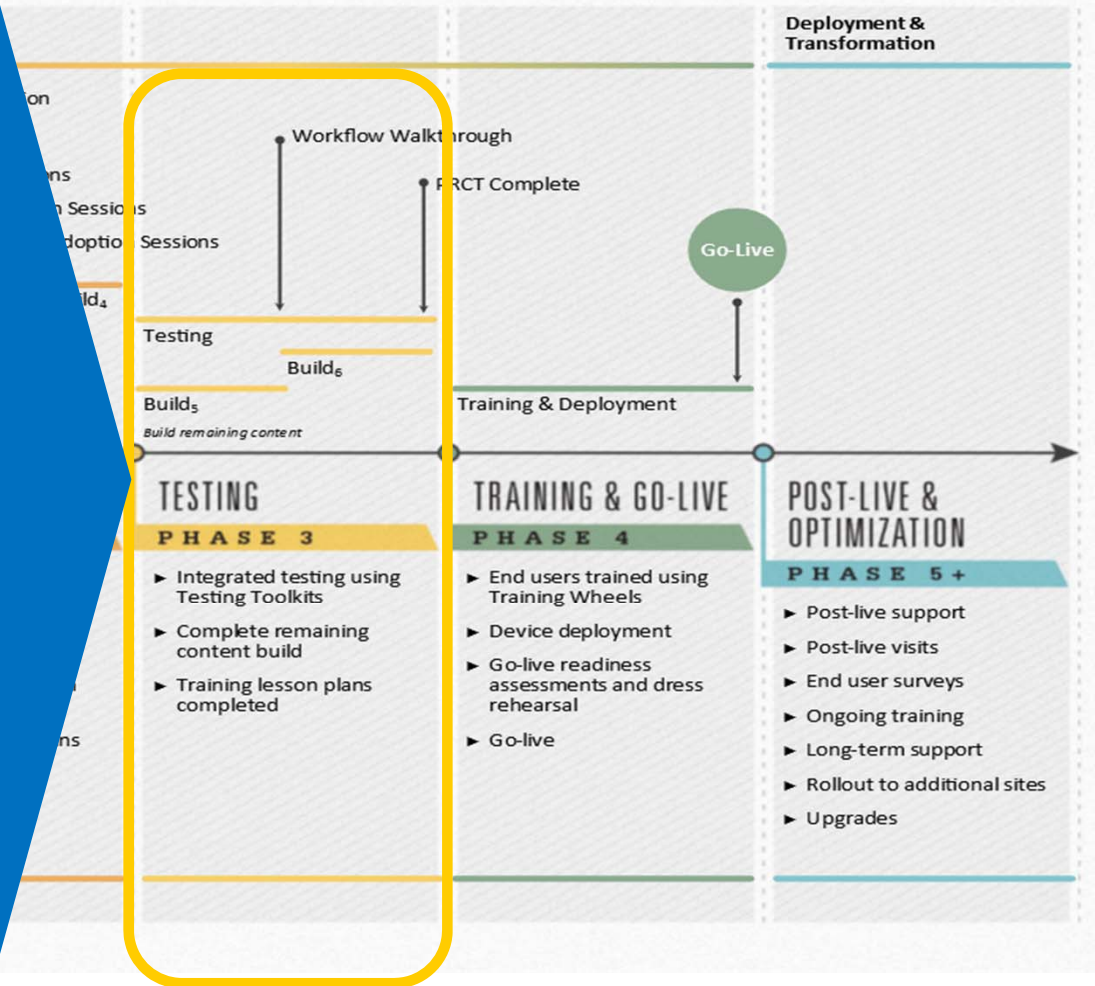
OVERALL PROJECT STATUS		OVERALL SCORE: 4.0/5.0	
Satisfactory		AVERAGE EPIC CUSTOMER SCORE FOR PHASE 3: 4.0/5.0	GO-LIVE DATE: September 28, 2019
RECIPIENTS			
<p>To: Delvecchio Finley, Luis Fonseca, Ghassan Jamaledine, MD, Mark Amey, David English, MD, Katya Osipova, Bernadette Jensen, Nick Volosin, Palav B Babaria, MD, Tanvir Hussain, MD, Tangerine Brigham, Sylvia Lozano, Mike Moye, Ann Metzger, Janet McInnes, Terry Lightfoot, Craig Carlson</p> <p>From: Trina Johnson, Implementation Director</p> <p>cc: Elaine Kavvadias, Quinn Cordae, Krish Doppalapudi, Gerrie Teo, Sid Patwardhan, Sukhpal Cheema, Marcy Dzwil</p>			
OVERVIEW			
<p>Overall status remains at <i>satisfactory</i> this month given significant progress on Training, Integrated Testing, and preparations for Technical Dress Rehearsal. Credentialed Trainers and Specialist Trainers began their own classroom training on June 17 and are on track to be ready for Super User training beginning July 29. The project team passed 97% of Integrated Testing Scripts this month and is on track to complete Integrated Testing by July 26. Teams completed remaining workstation and printer mapping and executed Pilot TDR the week of June 24. Technical Dress Rehearsal will begin on schedule on July 8.</p> <p>Additionally, Independent Application Reviewers from Epic completed your second and final build audit and found no major, critical issues with system build. Although teams are working through identified issues and recommendations, your system is overall on track for go-live from a build perspective.</p>			
ISSUES NEEDING EXECUTIVE INTERVENTION			
<p>There are no issues needing executive intervention at this time.</p>			
ISSUES NEEDING EXECUTIVE OVERSIGHT			
<p>There are a number of critical activities and milestones that need to be on track next month in order to remain at a <i>satisfactory</i> status. The following areas may need additional oversight or assistance next month if they fall behind schedule:</p> <ul style="list-style-type: none">• Technical Dress Rehearsal Readiness: Technical Dress Rehearsal needs to be 50% complete by the end of July.• Integrated Testing: All Integrated Test Scripts need to pass a second time by July 26 (prior to the start of Super User Training). As of July 3, 46% of scripts had passed twice.• Order Sets Sign-off: 100% of Order Sets with sign-off complete by July 26.• Mapped Record Testing: Mapped Record Testing will be 80% complete by end of July stay on track for completion on August 16.• Training Readiness: Credentialed Trainers will pass credentialed training panels and be ready to begin Super User Training July 27.• Super User Scheduling: The majority of super users need to be scheduled for go-live shifts by the end of July.• Application Content Build: Application teams need to complete 100% of build due before End User Training by July 26.			

TESTING (January 2019

– July 2019)

- Complete robust testing
- Begin go-live preparations
- Complete preparations for training
- Demonstrate final workflows during Workflow Walkthrough and other change management activities

IMPLEMENTATION OVERVIEW



Project Major Accomplishments

- **Testing Efforts:**
 - Integrated Testing Pass 1 is 100% complete
 - Round 2 with SME involvement is over 97% complete
 - Mapped Record Testing (MRT) effort is underway
- **Training Efforts:**
 - Credentialed Training (CT) is on track, 95% have passed the credentialing process
 - Specialists Training Specialists (STS) in on track
 - Super User enrollment for training is at 811 100%
 - End User Training registration for training is at 3790 67.4%
- **Project is favorable to budget**
- **Cutover**
 - Dry Run dates are set: 7/30, 8/14 and 9/5
 - Cutover SME recruitment in progress
- **Go Live and Activation:**
 - Go-Live scheduling in progress
 - Command Center and satellite location build out in progress
 - Go-live logistics checklist being executed
- **TDR**
 - TDR kicked off on July 8

Areas of Focus

- Technical Dress Rehearsal – Monitor completion of Activity 4651 Devices to test by August 25
- Order Sets review is trending behind. Mitigation plan in place and on track
- Review and confirm key Long-Term Care Billing workflows to ensure functionality and workflows are ready for go-live.

Focus for July/August

- Complete Integrated Testing Pass 2 and MRT (Mapped Record Testing)
- Complete Training for Specialist Trainers & Credentialed Trainers
- Super User Training begins on July 29
- TDR – Technical Dress Rehearsal execution in progress
- Conduct GLRA 60 day on July 31
- Continue Order Sets build, review and approval
- Prepare for Scenario Based Testing (SBT) on July 30 to Aug 7
- Prepare for LTC Workflow Walkthrough
- Continue Cutover Activities
- Continue working on Go-Live Planning and Activation
- Validate Super User Schedule placing them in Go-Live schedule slots

EHR PROJECT BUDGET			
Capital Budget Category	Beginning To Date Budget	Beginning To Date Spent	Beginning To Date Variance
C-01 - Epic Software License	950,000	950,000	0
C-02 - Epic Hosting	1,585,454	1,532,345	53,109
C-03 - Epic Passthrough 3rdParty Software	62,000	39,742	22,258
C-04 - Conversions	500,000	216,009	283,992
C-05 - 3rd Party Software & Interfaces	9,637,440	3,060,362	6,577,078
Total Capital Software	12,734,894	5,798,458	6,936,436
C-06 - Hardware: Infrastructure, Network	3,705,000	2,158,682	1,546,318
C-07 - Hardware: End User Devices	3,011,750	4,197,053	(1,185,303)
Total Capital Hardware	6,716,750	6,355,735	361,015
C-08 - Labor - AHS FTE Implementation Team	20,743,443	17,758,915	2,984,528
C-09 - Labor - AHS SME Compensation	447,152	200,408	246,744
C-10 - Labor - AHS Physician Compensation	751,807	232,319	519,488
C-11 - Labor - AHS FTE Implementation Team Training and Education	1,046,250	361,024	685,226
Subtotal Capital AHS Labor	22,988,652	18,552,666	4,435,987
C-12 - Labor - Epic Implementation Fees	3,081,000	3,081,000	0
C-13 - Labor - Epic Travel Expenses	3,230,000	1,322,741	1,907,259
Subtotal Capital Epic Labor	6,311,000	4,403,741	1,907,259
C-14 - Labor - 3rd Party Consulting	4,126,495	1,651,242	2,475,254
C-15 - Labor - Pre-Implementation Planning	500,000	428,536	71,464
Subtotal Capital Consulting Labor	4,626,495	2,079,777	2,546,718
Total Capital Labor	33,926,148	25,036,184	8,889,964
C-16 - Project Team Space Lease	1,083,333	1,031,352	51,981
C-17 - AHS Project Miscellaneous Expenses (Room Rent, Parking etc.)	200,000	197,434	2,566
C-18 - AHS Project Food Expenses	143,585	37,996	105,589
C-19 - Contingency	8,412,278	-	8,412,278
C-20 - Epic Project Transfer Funds	-	-	0
C-21 - FOHC Grant	-	-	0
C-22 - CEO Scope Contingency	2,500,000	-	2,500,000
Total Capital Other	12,339,196	1,266,782	11,072,414
Total Capital	65,716,988	38,457,159	27,259,829

*Some invoices have not been received yet

*Jun payroll yet to be finalized in EPSi

*Payroll now includes 34% benefits (Jul '18-Jun '19)



Recognition

A pat on the back from managers and the organization at large

Exciting Work

A job that's interesting, challenging and fun

Security

Job security, you may not want to talk about this but employees do

Pay

Fair compensation for a day's work

Education

Opportunities to develop skills and a career

Conditions

A workplace that is comfortable physically and socially, and well-equipped

Truth

Frank, honest and transparent leaders

THANK YOU FOR TAKING THE 2019 EMPLOYEE ENGAGEMENT SURVEY

AHS Achieves a 51% Response Rate on Systemwide Employee Engagement Survey

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