

Larry L. Sautter 2018 Award Application for Joint Services

1. *Project title:* UC Irvine Health and UC San Diego Health Joint Services
2. *Submitter's name, title, and contact information:*
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3. *Names of project leader(s) and team members:*
 - Chris Longhurst, MD, MS- UCSD Health CIO
 - Chuck Podesta- UCI Health CIO
 - Mark Amey- Joint Services CTO
 - Marlowe McCray- UCSD Health Information Services (IS) Financial Director
 - Curt Zimmer- UCI Health Director of Finance
 - Art Krumrey- UCI Health Executive Consultant
 - Stacy Holberg- UCSD Health Operational Project Manager
 - Marissa Ventura- UCSD Health Information Services Communications Lead

4. *Project Summary:*

Joint Services is a strategic initiative to combine the Information Services teams at UCI Health and UC San Diego Health to support areas of joint technology and applications, deliver synergistic savings to our organizations, drive down the unit cost of IT and leverage the best practices of both organizations.

5. *Project Narrative:*

Joint Services recognizes the advantages of UCI Health and UC San Diego Health IS teams coming together to more effectively serve our organizations' customers, while responding to external financial pressures and competition facing the health care industry. These are the Joint Services program objectives:

- **Combine Our Strengths:** In the areas where it makes sense, we will build on our strengths to innovate and deliver elevated, effective, and customer-focused IT services. Joining forces also allows us to deliver more projects, utilizing our existing talents.
- **Focus on Innovation:** We will work together to deliver new and enhanced capabilities that enable growth and meet the increasing demand for new and innovative technology solutions.
- **Build Connected Health:** We have aligned with UC Health's mission to work together as a system, and breaking new ground as we become the first UC Health shared service. (We are also leading the way in the Health IT industry-wide, as 2 of only 124 academic medical centers in the nation.)
- Culturally, Joint Services will operate under the banner of "**One Team, One Customer**" – providing exceptional IT services as one integrated organization to consistently and continuously meet the needs of our organizations and customers.
- **Support Strategic Growth:** We will emphasize our efforts for healthier communities using population health data and the clinically integrated network.
- **Aim for Key Efficiencies:** We strive for streamlined solutions, process consistency, enhanced governance, and refined roles.

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- We are committed to engaging all of our stakeholders by providing transparent communications, while maintaining openness to new and innovative ideas to create our future Joint Services organization.
- **Opportunity for All:** We aim to ensure that everyone will have an opportunity to be a part of the new, integrated joint services model through the redeployment of our talent and resources.
- **Thoughtful Decisions, Minimized Risk:** We will learn with each step of our journey, making thoughtful decisions and minimizing risks to major initiatives.
- **Aligned Goals:** We will work together to align non-incentivized performance evaluations that are fair and equitable and serves to benefit our organizations, the individual, and Joint Services, as applicable.
- Joint Services management have fundamentally new roles and responsibilities:
 - Managing cross-site and/or remote teams
 - Greater travel between the two sites
 - Supervising a greater number of people
 - Career Tracks is used to define the jobs at both sites, providing greater opportunities for career growth and professional development

Combined, the joint IS organizations support care to patients located in Imperial, San Diego, Riverside and Orange counties.

UC San Diego Health was the first academic health system to migrate from on-premise hosting to Epic's state-of-the-art cloud environment in August 2017 in preparation for the shared Epic EMR go-live with UC Irvine Health in November 2017. This was our first significant Joint Services milestone in moving key pieces of our shared infrastructure into the cloud to provide 'always-on' solutions from anywhere that can be scaled to our growing geographical print. The cloud approach allows both of our organizations to better provide innovative technology to support outstanding clinical care, research, and teaching.

By joining forces with UC San Diego Health, UCI Health was able to complete its Epic install significantly faster (completed in 17 months instead of the standard 24 months) and at a lower cost than installing as a stand-alone site. The projected cost avoidance for implementation is estimated to be 30 percent, based on benchmarking as well as estimation of a standalone install by external vendors.

In addition, our joint collaboration has already resulted in significant benefits to both organizations:

1. mHealth Application: UCI Health and UCSD Health have collaborated on a mobile health application, for patients of both organizations, which provides a greater user experience by integrating the MyChart mobile application with another application that provides access to things like, "Find a Provider," Locations, Urgent Care appointment scheduling, streaming news and more.
2. We are now hosting and facilitating shared clinical summits between the two organizations:
 - a. Infection Control

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- b. Nursing
 - c. Ophthalmology
 - d. Baby Summit
3. ServiceNow is a service management software that UCI Health already utilized. UCSD Health was able to join UCI Health's instance of ServiceNow, allowing UCSD Health to go live in half the time of a "normal" implementation.
4. Solarwinds is an Enterprise monitoring system that provides trending analysis and hardware monitoring for both UCI Health and UCSD Health. This integrates with ServiceNow to create automated Incidents when a threshold is breached to alert the appropriate teams.
5. Citrix Netscalers is a shared hardware platform that is used by both UCI Health and UCSD Health to present Epic and other virtual applications to each side. This allows for a single hardware platform and reduces CapEx and OpEx costs while utilizing a single joint Citrix team to support both organizations' needs.
6. Desktop hardware alignment between both organizations reduced cost for all the UCs and allowed UCI Health and UCSD Health to share hardware in a pinch.
7. SnapComms is an internal communications software solution that gets messages to staff in engaging ways. UCSD Health was able to join UCI Health's instance of SnapComms, preventing UCSD Health from having to buy infrastructure.
8. By combining our existing Service Desk teams, UCSD Health was able to move to a 24/7 Service Desk support model without adding incremental staff.
9. Imprivata is a single sign-on platform for secure employee access to workstations that UCI Health had previously implemented. UCSD Health greatly benefitted from the experience and knowledge from UCI Health by copying the configurations and tools to greatly increase the implementation speed.
10. UCI Health and UCSD Health evaluated Security Desktop products and configurations together and leveraged UCI Health's experience to align and begin roll-out at UCSD Health.
11. SCCM (System Center Configuration Manager) is the system we use to manage all of our desktops. Both organizations benefitted from having a product expert at each site to work together and address site-specific concerns.

The Joint Services model is projected to help avoid costs for both organizations by leveraging scale for value.

We intend to complete our Joint Services integration in three waves. Wave 1 was accomplished in August 2017 and included our Technical Infrastructure teams. Wave 2 is comprised of staff that support shared EMR applications and is targeted for completion in early FY19. Wave 3 primarily consists of Analytics and TeleHealth teams, with an implementation timeline yet to be determined. When all three waves are completed, we will have moved approximately 400 staff into Joint Services between our two organizations.

For further information, please see:

<https://health.ucsd.edu/news/releases/Pages/2017-11-14-epic-sharing-within-uc-health.aspx>

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<https://health.ucsd.edu/news/releases/Pages/2017-08-07-epic-move-uc-san-diego-health-transitions-to-cloud-technology.aspx>