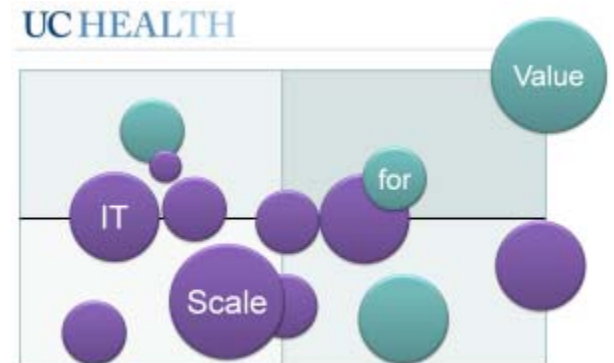


UC HEALTH

UC Health: *Better Together* Information Technology & Leveraging Scale for Value (LSfV)

A Presentation to HIMSS So Cal
December 1, 2015



UC Health *By The Numbers*

6 Medical schools

\$1.8B NIH funding

4th Largest healthcare delivery system in California

5 Nationally-ranked medical centers

12 Hospitals with >3,600 beds

165,000 Inpatient visits per year

4.5M Outpatient visits per year

5,000 Faculty physicians

\$9.7B Total operating revenue (FY2015)

UC Health IT *By The Numbers*

5 IT organizations

2 Electronic health records

Epic—4 sites, Allscripts—1 site

42,000 Health system employees supported

>1700 IT employees

~\$450M IT annual spend

LSfV: *Context*

UC Health exists in a transformational era

- Declining rates of reimbursement
- Government and social pressure to address the cost of healthcare
- Regulatory obligations regarding quality, outcomes and use of technology
- Changing delivery models
- Extraordinary competitive pressures from non-profit and for-profit organizations
- Escalating patient and customer experience expectations
- Programs like the Center for Health Quality and Innovation (CHQI) are indications of internal transformation

LSfV: *Commitment from IT*

UC Health IT team is committed to support this transformational era

- Deliver the transformational technologies required to compete / excel
- Expand data and analytic tools to drive a new era of care, discovery and education
- Engage and enable the digitization of every segment of our operations
- Provide quality services at large scale and high value
- *Improve the cost structure of IT to deliver more business value at lower unit costs*

UC Health IT Vision

Make decisions jointly to improve alignment and leverage

- System selections, technology architectures, vendor partnerships

Increase consolidation of common IT infrastructure services

- Data centers, computing, storage, operations

Employ delivery models driven by business strategy and the IT marketplace, while moderating organizational risk

- Insourced, outsourced, centralized at UC, shared across UC

Support UC Health system-wide thinking

- Examples: EHR, Radiology, Supply Chain, Rev. Cycle, Info. Security
- Big Data, Population Health, Clinical Integration Network

Support both local and UC Health objectives

Increasing Collaboration

Q1 FY15 – Q2 FY15

Q3 FY15 – Q2 FY16

Q3 FY16 – Onward

Phase 1: Formation & Opportunity Identification

Phase 2: Early Value Generation

Phase 3: Shared Initiatives & Planning

- ✓ Establish a Collaborative Framework
- ✓ Organization and Reporting
- ✓ Data Transparency and Comparison
- ✓ Opportunity Identification and Prioritization
- ✓ Report Out

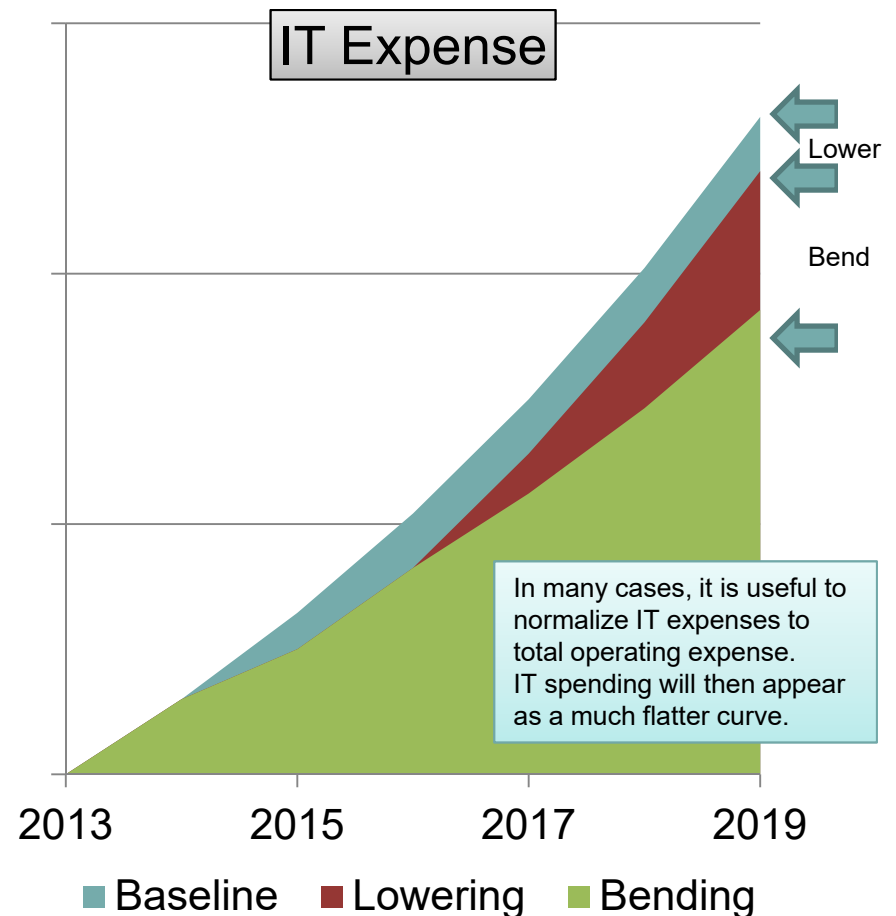
- ✓ Implement Initial Opportunities
- ✓ Share and Leverage Best Practices
- ✓ Define Shared and Federated Services
- ✓ Pilot to Address Common Needs
- ✓ Strengthen Information Security Capabilities

- Begin Implementing Bend-the-Curve Opportunities
- Collaborative Strategic Planning
- Build Shared and Federated Services
- Increase People, Process and Technology Alignment

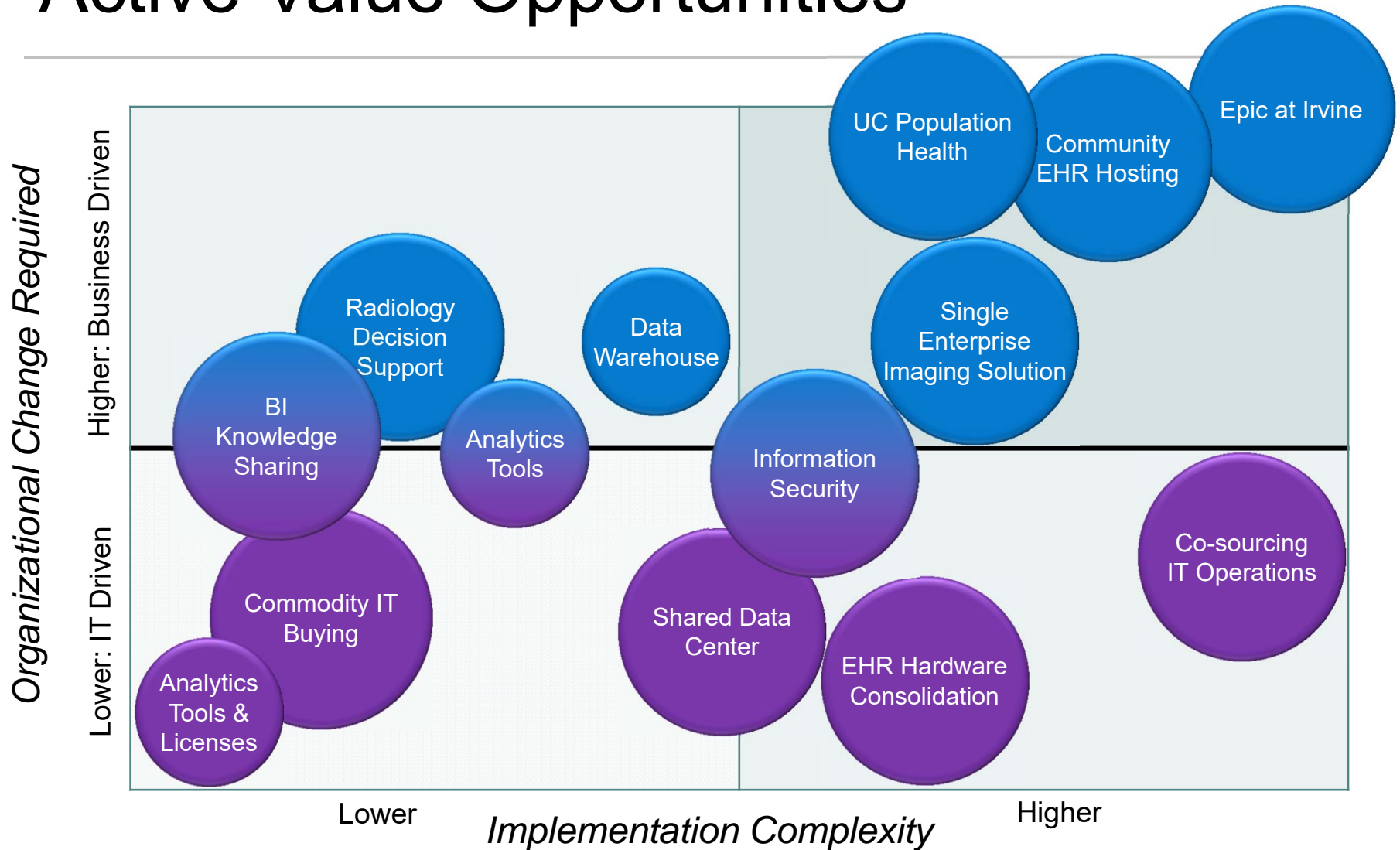
Bending the IT Expense Curve

IT LSfV initiatives progress along one of two pathways:

1. Early efforts are intended to lower-the-curve for fast value generation. Most of these efforts are advanced in partnership with Supply Chain, and result in higher discounts on purchased goods.
2. Beginning in mid-FY16, bend-the-curve efforts begin to slow expense growth over the longer-term by redefining IT service delivery models and sourcing.



Active Value Opportunities



Three FY16 Imperatives

1. Optimize IT Procurement/Big Buys

- Successfully complete FY16 negotiations
- Plan FY17 opportunities

2. Secure UC Health Information and Infrastructure

- Select a common Security Operations Center provider
- Establish aligned information security plans and standards
- Establish consistent compliance scorekeeping

3. Co-source a Shared Data Center

- Establish technical standards and governance models
- Implement and operate the shared data center, with at least three UC Health tenants operational

Now, Bending the Curve Together

Examples

1. Data Centers

- First Major Sourcing Strategy
- Significant Value over 5 Years
- All UC Health Organizations Participating, Expanding Beyond
- Leading effort to combining infrastructure services

2. Secure Text

3. Radiology Decision Support

4. Enterprise Imaging Solution

5. Information Security/Security Operations Center

UC Health Data Centers: *Execution in Process*

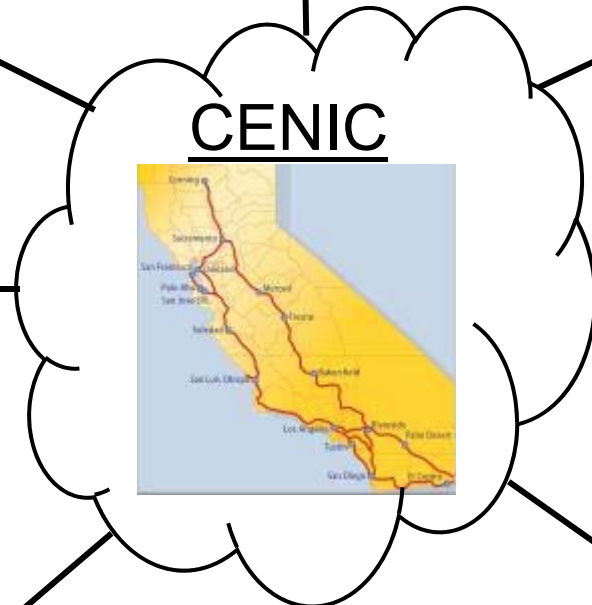
UC DAVIS
UNIVERSITY OF CALIFORNIA

UCLA

UCSF

UC Health North

UC Health South



UCI

UC San Diego

UC HEALTH

Re-Envisioning the IT Function

- Our strategy is to create the UC Health IT function through incremental changes:
 - Establish core infrastructure standards, service delivery models
 - Share technology components: computing, storage and network
 - Build system-wide partnerships with key stakeholders
 - Align applications as opportunities for common decisions arise
 - Evolve UC Health IT governance and operational capabilities

Provide the Information Technology environment needed for UC Health to execute on system-wide strategies.

Onward and Upward

- Current Business Value Initiatives that Sharpen our Advantages
 - **EHR Advantage**
 - **Business Advantage**
 - **Analytics Advantage**

UC Health: EHR Advantage

- Workgroup formed
 - All five UC Health campuses participate
 - Physician and Nurse leadership
- Group defined potential projects / targets for EHR improvement
 - Narrowed to five topics, each will be managed by a UC Health Campus
- Current Projects
 - UCD – Clinician Efficiency Metrics
 - UCI – Scope of Practice Definition (Standardization)
 - UCSF – Common / Optimum Order Sets, Epic Design and Usability
 - UCSD – Integrating ‘Choosing Wisely’ Knowledge
 - UCLA – Best Practice Documentation

UC Health: *Business Advantage*

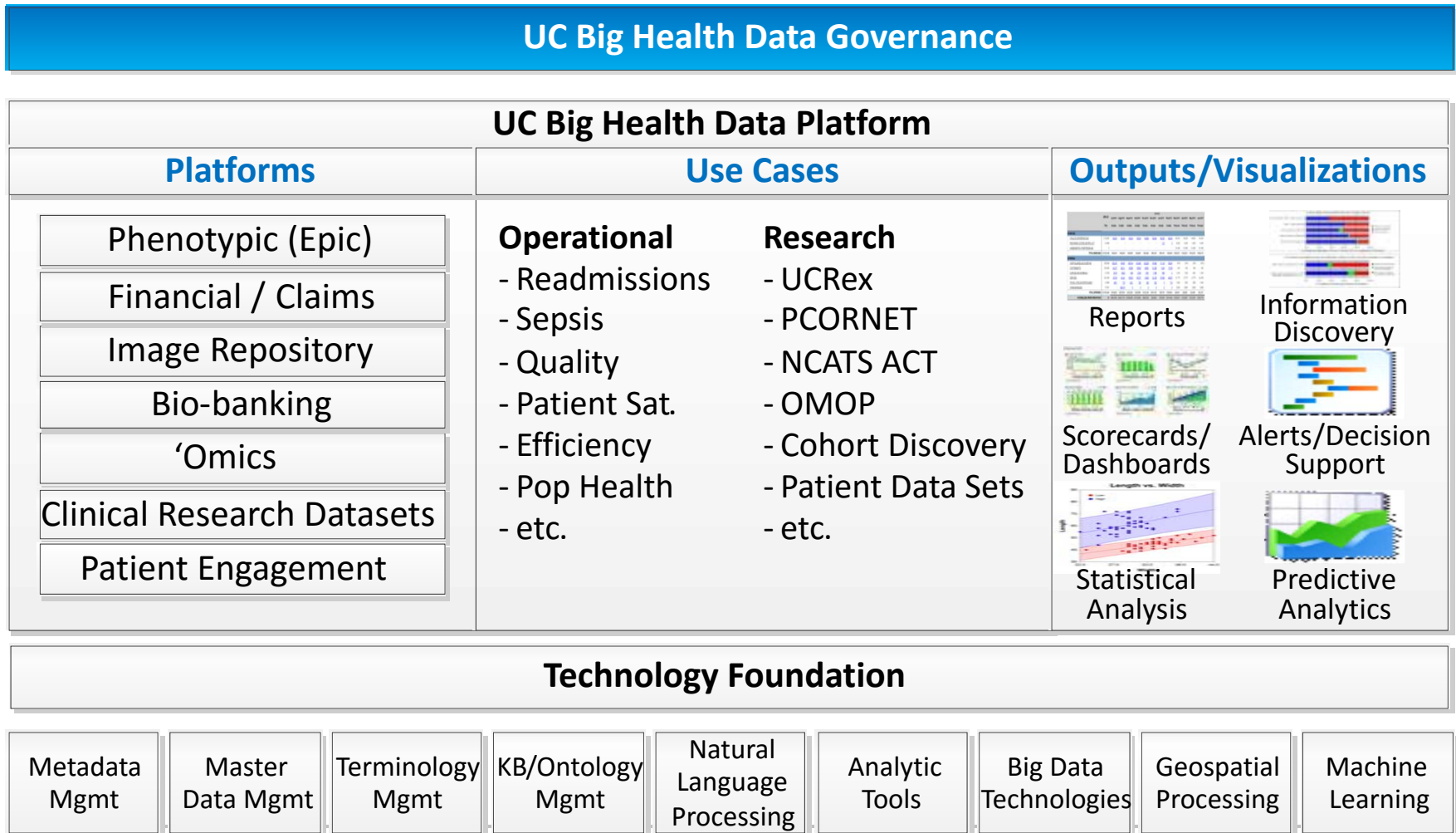
Increasingly, IT Value comes from the right level of Business Engagement

- Keep a Focus on Business Priorities, Target Investment at Crucial Opportunities
- Engage Leadership in IT Planning and Approval Processes
- Oversee Sourcing, Shared/Federated Services Decisions
- Delivering ROI on invested money into the IT collaborative efforts
- Align with Evolving Organizational Governance Models to Support UC Health System Thinking

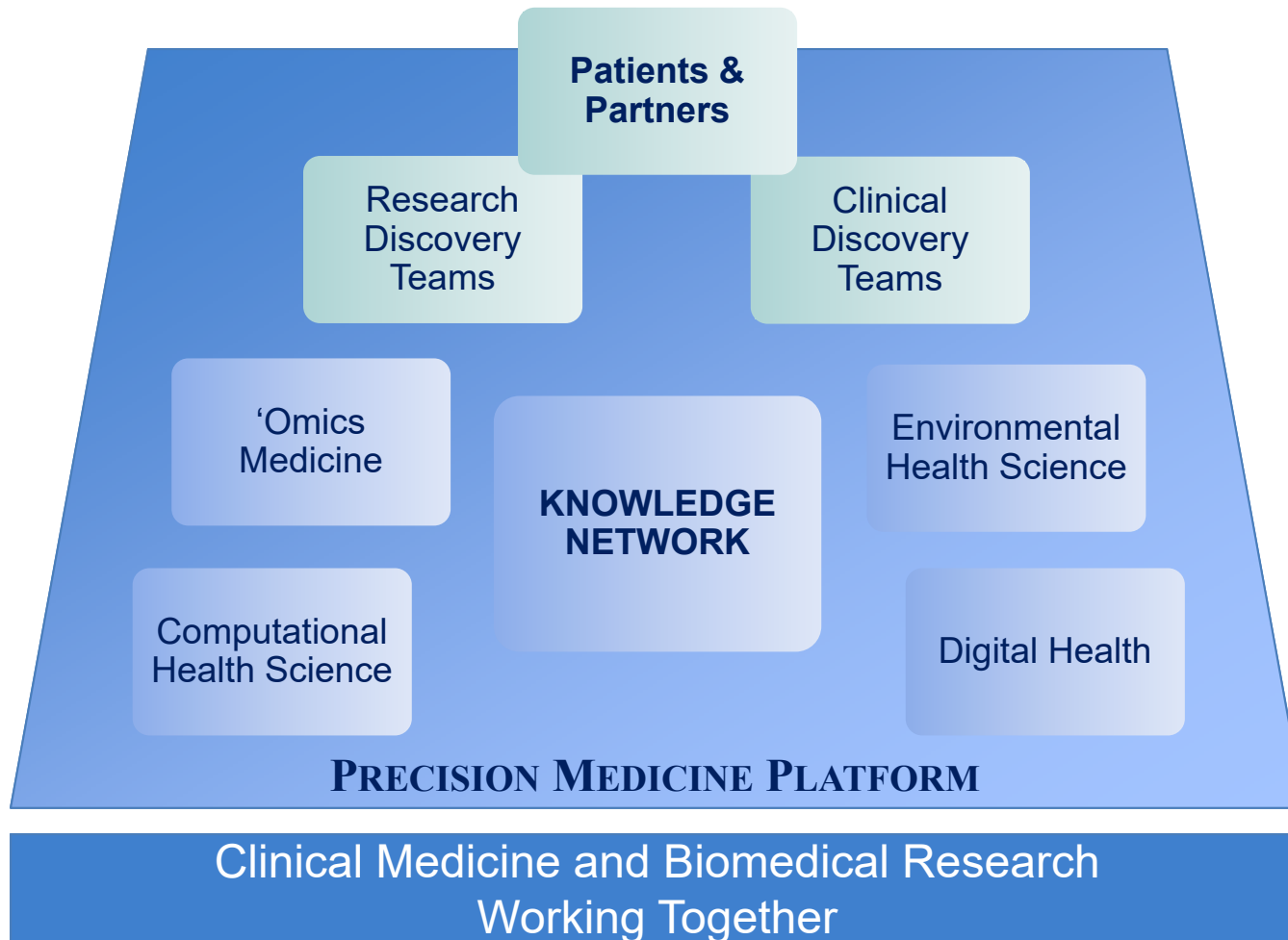
UC Health: *Analytics Advantage*

- Big Data
 - UC Health shared data warehouse
- Population Health
 - UC Health shared population management tools and staff
- Community Engagement
 - Clinically integrated networks focused on quality improvement
- Value-Based Care Advantage

UC can be a transformational catalyst to the entire healthcare ecosystem



Creating a knowledge network...



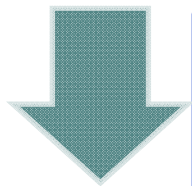
Adapted from "Convergence: Facilitating Transdisciplinary Integration of Life Sciences, Physical Sciences, Engineering, and Beyond," National Research Council.

... and driving better population health

Patient Evaluation for Heart Disease

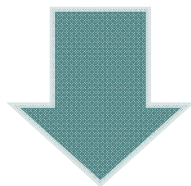
- Patient and family history
- EHR Risk Calculator

Recommendation: Start statin medication



Precision Medicine Evaluation Tool

- Patient phenotype/genotype → 14M UC Health records → recalculate patient's risk score



Better Population Health

Precision recommendation:

- No medication, mitigating likely complications
- Patient to continue with healthy lifestyle



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Questions?

