Solano County
Health & Social Services

Mental Health Services Act
Technology Needs Project Proposal
EHR Readiness Project

Draft for Public Comment

February 2, 2009

California Department of Mental Health MHSA Capital Facilities and Technological Needs

EXHIBIT 1 - FACE SHEET
FOR TECHNOLOGICAL NEEDS PROJECT PROPOSAL

County Name: Solano County

This Technological Needs Project Proposal is consistent with and supportive of the vision, values, mission, goals, objectives and proposed actions of the MHSA Capital Facilities and Technological Needs Component Proposal.

We are planning to, or have a strategy to modernize and transform clinical and administrative systems to improve quality of care, operational efficiency and cost effectiveness. Our Roadmap for moving toward an Integrated Information Systems Infrastructure, as described in our Technological Needs Assessment, has been completed. This Project Proposal also supports the Roadmap.

We recognize the need for increasing client and family empowerment by providing tools for secure client and family access to health information within a wide variety of public and private settings. The Proposal addresses these goals.

This proposed Project has been developed with contributions from stakeholders, the public and our contract service providers, in accordance with 9 CCR Sections 3300, 3310 and 3315(b). The draft proposal was circulated for 30 days to stakeholders for review and comment. All input has been considered, with adjustments made as appropriate.

Mental Health Services Act funds proposed in this Project are compliant with section CCR Section 3410, non-supplant.

All documents in the attached Proposal are true and correct.

County Director

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Enclosure 3
Exhibit 2
Technological Needs Assessment

County Name: Solano

Project Name: Electronic Medical Record Preparation: Workflow Analysis, Readiness Assessment and Requirements Analysis

1. County Technology Strategic Plan Template

This section provides an assessment of the current status of technology solutions, the long-term business plan and the long-term technology plan that will define the ability of Solano County Mental Health Division to achieve an Integrated Information Systems Infrastructure (ISII) over time.

Current Technology Assessment

List below or attach the current technology Systems in Place.

1.1 Systems Overview

See Attached - California EQRO Information Systems Capabilities Assessment.

1.2 Hardware

See Attached - California EQRO Information Systems Capabilities Assessment.

1.3 Software

See Attached - California EQRO Information Systems Capabilities Assessment.

1.4 Support (i.e., Maintenance and/or Technical Support Agreements)

Support for the County's current systems is provided by a combination of county and contract staff. We expect that the county will continue to rely on both county and contract staff to provide support as we move toward an IISI.

Plan To Achieve an Integrated Information Systems Infrastructure (IISI) To Support MHSA Services

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Describe the plan to obtain the technology and resources not currently available in the county to implement and manage the IISI.

1.5 Describe how your Technological Needs Projects associated with the Integrated Information System Infrastructure will accomplish the goals of the County MHSA Three-Year Plan.

All MHSA programs included in the Three-year Plan are information dependent. Adequate information systems are required to:

❖ Provide effective administrative support systems that enable provision of services to consumers
❖ Provide data that can be used to monitor and report outcomes of MHSA programs
❖ Provide effective billing mechanisms that maximize revenues from the services provided

The Electronic Health Record and Integrated Information System Infrastructure Project will enable a coordinated program of technology-enabled improvements to the Solano County mental health services delivery system.

Current clinical and business operations rely on labor intensive, paper-based manual processes. Current hardware and software systems are barely adequate to support the service, administrative, program monitoring, and client/family needs of existing MHSA Community Services and Supports (CSS) programs and services. As additional MHSA components arise, such as the Prevention and Early Intervention (PEI), the need for efficient clinical and administrative systems will increase.

The technology projects planned by Solano County will facilitate accomplishment of the goals of our Three-year Plan in the following ways:

❖ Facilitate appropriate system-wide access to clinical, administrative and financial information in digital format
❖ Allow the capture of digital information as close to the source as possible, moving away from a paper-based system
❖ Improve sharing information across the service-delivery system including appropriate and secure sharing of information at the county and state level
❖ Providing a standards-based integration of information with contract providers of mental health services, appropriate county agencies, and SCMH
❖ Improve the capture and reporting of outcomes data for monitoring the effectiveness of MHSA programs

1.6 Describe the new technology system(s) required to achieve an Integrated Information System Infrastructure.

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The core technology systems associated with achieving Integrated Information Systems Infrastructure are:

❖ Mental Health Electronic Health Record System that includes: Practice Management, Clinician Notes, On-line Order Writing and Prescribing, and Reports Generation.

❖ Systems and software that provide for the exchange of data with other EHR systems within Solano County and between the county and other county and state systems.

❖ Personal Health Records accessible by the consumer as a tool for empowering the consumer to become more involved in their care.

The Solano County EHR will provide integrated clinical, administrative and financial functionality to the Mental Health Division in its role as a provider of mental health services. The EHR will provide clinicians access to client clinical records regardless of where each client was seen previously in the Solano County system. Clinicians will have access to medication history information, recent assessments, laboratory and psychological test results, and, when appropriate, clinician notes from prior visits.

Many Solano County consumers receive services from contract providers. The ability to access the Solano County EHR system either directly or through an interface to the contract providers' data systems is essential to insure accurate and complete consumer records. All parts of the service delivery network must be prepared to participate in the appropriate and secure exchange of information in order to improve outcomes for clients and their families.

The ability to exchange data with the State and other counties is a key element of an Integrated Information Systems Infrastructure. The tools and techniques to provide seamless integration between systems provided by different vendors need further development. Solano County has participated in an initial meeting with nearby counties to discuss developing a pilot to test data exchange between various EHR systems. Solano County is following closely the current BH-RFI issued by the state to share business and functional requirements with vendors and to obtain information about each vendor's ability to deliver standards-based and interoperable behavioral health information systems in California. We will use the results of this RFI to ensure that our specifications are in line with the developing standards.

Creating Personal Health Records (PHR) will empower the consumer by providing the consumer with access to key elements of their personal information that will enable and encourage them to take a proactive role in monitoring their own care.

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1.7 - Implementation Resources Currently Available.

Oversight Committee:	Yes **X**	No __
Project Manager	Yes __	No X
Budget:	Yes __	No X
Implementation Staff in Place:	Yes __	No X
Project Priorities Determined:	Yes **X**	No __

1.8 – Solano County's Plan to Complete Resources Marked "No" Above.

Project management for the Technology Needs Component is currently being provided by an MHSA funded Project Coordinator who also has responsibility for other MHSA projects. As the County moves forward with EHR Implementation a full time project Manager and staff will be required. Resources to provide this staff are included in the EHR Readiness Project Proposal. Upon approval of the EHR Readiness Project, the County will proceed to hire a dedicated project manager.

The County has developed budget requirements for implementation of an EHR system based on tentative vendor estimates. These requirements are not currently funded. The CFTN Component Program Plan identified funds to support acquisition and implementation of the EHR system. A CFTN project request will be submitted during 2009 to secure the funds needed to acquire and implement the EHR system.

The County currently has IT analysts dedicated to supporting Mental Health programs that will provide support during the EHR preparation and planning activities. Additional support will be required during the EHR acquisition and implementation. This requirement may be met by hiring additional in-house staff or securing the services of appropriate consultants or a combination of in-house staff and consultants. The funding requirements for this support will be included in the EHR Acquisition and Implementation Project Proposal to be developed during 2009.

1.9 - Describe the Technological Needs Project priorities and their relationship to supporting the MHSA Programs in the County.

Solano County's proposed Technology Projects are listed below in priority order:

1. EHR Readiness Project
2. EHR Acquisition and Implementation
3. Personal Health Record Pilot Project
4. Tele-psychiatry Pilot Project

EHR Readiness Project

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As we approach implementation of an EHR system, Solano County's first priority is "getting it right" The history of automated systems implementations is full of examples of systems that did not deliver the anticipated benefits. Often this is because the organization did not do its homework and/or failed to adequately address the human factors in their implementation planning. Solano County's first Technology Needs Project addresses the readiness of the County to implement an EHR system. The EHR Readiness Project includes a workflow analysis of our access to care and long term care processes, an assessment of the county's readiness to implement an EHR system, and the development of the requirements and a detailed project plan for the EHR system. The goal of the project is to ensure that the EHR system will effectively support the goal of modernizing and transforming clinical and administrative information systems.

EHR Acquisition and Implementation Project

The County's 2nd Technology Needs Project is the EHR Acquisition and Implementation Project that will result in the implementation of an EHR system for County clinics and contract service providers. The EHR system will support the County's MHSA programs by providing increased access to critical clinical information for improved consumer care. The EHR system will also improve billing timeliness and accuracy resulting in making additional resources available for the care of consumers.

The final phase of this project will include implementing a Personal Health Record (PHR) .The PHR system will provide tools for creating Personal Health Records that will empower the consumers to more actively participate in their own care.

Personal Health Records Pilot Project

The third priority will be the development of a Personal Health Record pilot project that will explore and test methods of creating Personal Health Records that will promote client recovery, wellness, and resiliency, as well as more client-centered, client-directed mental health service delivery.

Tele-psychiatry Pilot Project

Tele-psychiatry pilot project is last among the priorities it is not a necessary component of an IISI. . However, one of the needs identified in stakeholder meetings was to increase the availability of services in a remote part of the County. Tele-pyschiatry appears to offer a way to use technology to cost effectively improve services to consumers in that community.
The County will study the technical feasibility, costs, and potential effectiveness of a tele-psychiatry system. If such a system would meet the needs of our underserved population, the County will move to implement a project.

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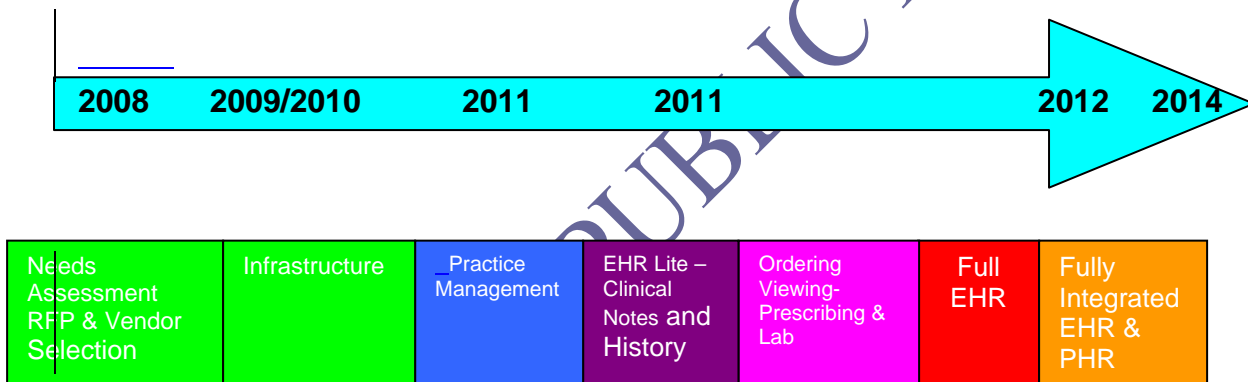
2. Technological Needs Roadmap Template

This section describes Solano County's Plan, Schedule, and Approach to achieving an Integrated Information Systems Infrastructure.

The County has established target dates for the completion of activities necessary to create an Integrated Information Systems Infrastructure. The Schedule is documented in the project plan attached as Appendix 1.

The County has a robust network infrastructure in place that will support the Integrated Information Systems Infrastructure. As an EHR system is implemented the County will monitor network usage and enhance the infrastructure as needed to provide adequate bandwidth to support EHR access by County Employees and contractors.
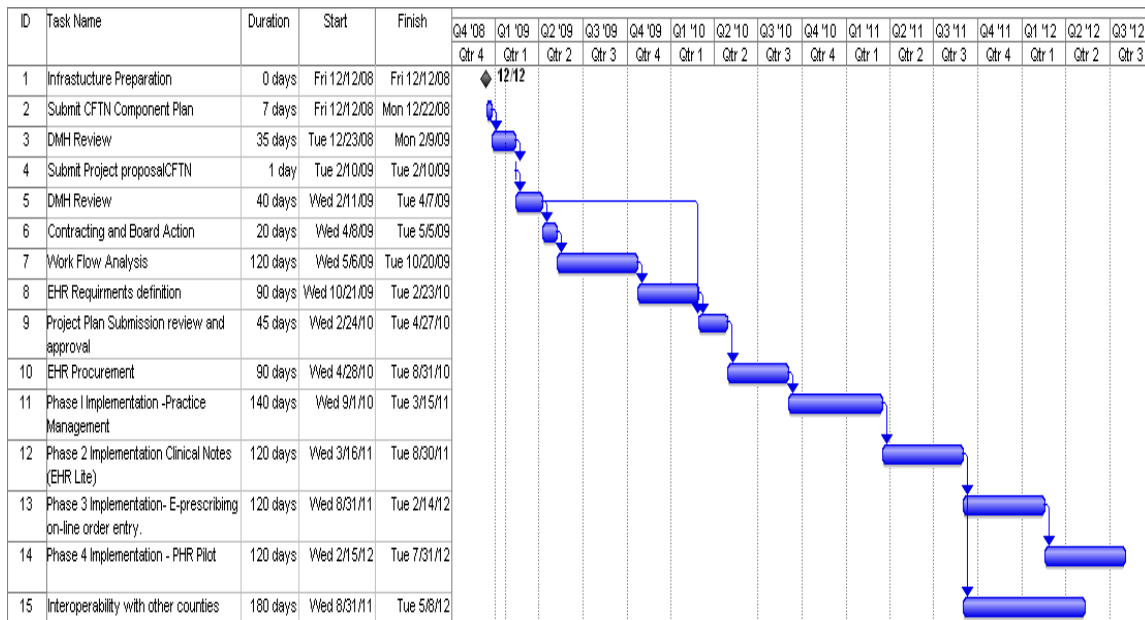
We are currently in the needs assessment phase of the project.

| 2008 | 2009/2010 | 2011 | 2011 | | 2012 | 2014 |

| Needs Assessment RFP & Vendor Selection | Infrastructure | Practice Management | EHR Lite – Clinical Notes and History | Ordering Viewing-Prescribing & Lab | Full EHR | Fully Integrated EHR & PHR |

2.1 Integrated Information Systems Infrastructure Implementation Plan and Schedule

Solano County Proposed Implementation Timeline with the following major milestones.

ID	Task Name	Duration	Start	Finish
1	Infrastructure Preparation	0 days	Fri 12/12/08	Fri 12/12/08
2	Submit CFTN Component Plan	7 days	Fri 12/12/08	Mon 12/22/08
3	DMH Review	35 days	Tue 12/23/08	Mon 2/9/09
4	Submit Project proposalCFTN	1 day	Tue 2/10/09	Tue 2/10/09
5	DMH Review	40 days	Wed 2/11/09	Tue 4/7/09
6	Contracting and Board Action	20 days	Wed 4/8/09	Tue 5/5/09
7	Work Flow Analysis	120 days	Wed 5/6/09	Tue 10/20/09
8	EHR Requirments definition	90 days	Wed 10/21/09	Tue 2/23/10
9	Project Plan Submission review and approval	45 days	Wed 2/24/10	Tue 4/27/10
10	EHR Procurement	90 days	Wed 4/28/10	Tue 8/31/10
11	Phase I Implementation -Practice Management	140 days	Wed 9/1/10	Tue 3/15/11
12	Phase 2 Implementation Clinical Notes (EHR Lite)	120 days	Wed 3/16/11	Tue 8/30/11
13	Phase 3 Implementation- E-prescribimg on-line order entry.	120 days	Wed 8/31/11	Tue 2/14/12
14	Phase 4 Implementation - PHR Pilot	120 days	Wed 2/15/12	Tue 7/31/12
15	Interoperability with other counties	180 days	Wed 8/31/11	Tue 5/8/12

2.2 Training and Schedule

Solano County's first Technology Project Proposal includes an employee readiness assessment and employee orientation to EHR systems.

The readiness assessment will also identify the need for basic computer skills classes that can be completed before implementation of the EHR system.

System specific user training will be developed for each element of the EHR system and scheduled on a "just in time" basis to support a smooth implementation of each system component. System specific training will include formal instructor led classes, self study guides, and identifying super-users in key locations to provide one on one support as needed.

Solano County EHR Training Schedule 2009							
Training	Aug	Sep	Oct	Nov	Dec	2010	2011
Orientation to EHR				X	X		
OAs/Records Staff				X	X		
Clinical Staff				X	X		
Contractor Staff				X	X		
Basic Computer Skills						TBD As needed	TBD As needed
System Specific Training						TBD During RFP Process	TBD During RFP Process

2.3 Describe your communication approach to the Integrated Information Infrastructure with Stakeholders (i.e., Clients and Family Members, Clinicians, and Contract Providers).

Solano County recognizes the importance of effective communications to all stakeholders. Stakeholders must be informed about the goals of each technology needs project. They need to understand what is happening and how it will affect their work. The County has developed a communications plan that identifies our approach to informing and involving stakeholders in the projects. The plan identifies the message, medium, and timing of communications with the various stakeholder groups. Our communications plan is shown below.

Stakeholder	Message	Medium	Frequency
HSS/MH Senior Management	Support for EHR Program	Oral presentations/ written talking points	Quarterly
HSS/MH Senior Management	Current Status issues	Written status reports	Every two weeks
EHR Project team	Current Status Issues	Oral and written reports	Weekly team meetings
MH Managers and Supervisors	Why Their support of EHR is important	Oral Presentation	Quarterly
MH Managers and Supervisors	Current status issues	Written status reports	Every two weeks
MH Employees and Contract Providers	Introduction to EHR	EHR Orientation road show	Multiple events so that all employees have an opportunity to receive information
MH Employees	Answers to questions and concerns	Project Intranet website FAQs	Questions answered as received
MH Employees	Current status	e-mails/website	Monthly
MH Employees	Implementation suggestions – how is it going?	Focus groups for representative employees	Quarterly or as needed
Local Mental Health Board	Current Status	Briefing and written report	Quarterly
Contract Providers	Current Status Issues	Website, briefings at Redesign Committee meetings, e-mails	Quarterly
Consumers	What MH is doing	Presentations to NAMI, CFAC, and other consumer groups	Quarterly
Consumers	Receive input on impact of EHR and future needs	Focus groups	Semi-annually
General Public	What MH is doing	Public Internet Website/ Press releases	At least Quarterly

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2.4 Inventory of Current Systems (May include System Overview provided in County Technology Strategic Plan).

See Attached - California EQRO Information Systems Capabilities Assessment.

2.5 Please attach your Work Flow Assessment Plan and provide Schedule and List of Staff and Consultants Identified

Solano County completed a workflow analysis in 2005. A cross function workgroup reviewed and documented major processes and functional requirements in preparation for acquisition of an EHR system. Funding was not available to proceed with the acquisition at that time.

The County proposes to revisit key processes as part of the EHR Preparation Project. This project will be the first CFTN Project Proposal submitted by the County.

The County has conducted a competitive procurement for consulting services to conduct a workflow analysis and an EHR readiness assessment. Fox Systems of Scottsdale, AZ is the successful proposer. The contract will be finalized on receipt of funding for the EHR Preparation project.

The County has an EMR Project Team that will coordinate the work of Fox Systems.

The team consists of the Project Manager and representatives of:

- ❖ Solano County Department of Information Technology
- ❖ Children's Bureau
- ❖ Fairfield Adult/Crisis
- ❖ Vallejo Adult/Crisis
- ❖ Managed Care
- ❖ Quality Management
- ❖ Medical Records
- ❖ HSS Administration
- ❖ Contract Providers

The County will add additional representatives of our contract providers as we move forward.

Assuming that funding for the EHR Preparation Project is received by March 2009, the contractor will begin work in April. The contractor will develop a project schedule based on the date the contract is finalized. We expect that the workflow analysis and readiness assessment will be completed within 120 days of the start of work.

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2.6 Proposed EHR component purchases

The following components will be purchased to support the implementation of an EHR system in Solano County:

Staff and consulting services for workflow analysis, readiness assessment employee orientation, and requirements analysis to prepare for the installation of the EHR system.

Software applications and services:

- ❖ Practice management application
- ❖ Clinician workstation application
- ❖ Electronic signature application (hardware and software)
- ❖ On-line order and e-prescribing application
- ❖ Report writing and data analysis application

The County has not made a final determination about whether the EMR applications will be hosted in the County using standalone software and hardware or acquired as a service from an Application Service Provider. This determination will be documented in the project proposal for EHR procurement which is not yet developed.

Because of the quality of County's existing network infrastructure choosing to use an Application Service Provider would require only minor adjustments to existing network infrastructure.

2.7 Vendor Selection Criteria (Such as Request for Proposal).

The County plans to select the vendor based on the following criteria:

- ❖ Success in demonstrating the capabilities identified in the 2008 DMH Behavioral Health RFI. This RFI will serve as a basis for developing procurement specifications for acquisition of the EHR system
- ❖ Compliance with the latest state and national standards
- ❖ Reliability and performance history of the company with respect to providing EHR systems for mental health organizations in California
- ❖ Demonstrated ability to provide an integrated system for mental health, public health, and substance abuse treatment systems

The County will look for opportunities to join with other counties in a joint procurement to reduce the cost and time required for the procurement. If cooperation with another county is not feasible, Solano County will conduct an open competitive procurement process. The County considers the ability to provide a system that will meet the needs of other health systems in the

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county a desirable feature. It is however, our intention to proceed with a mental health only system at this time. The County would expand the system to serve other heath programs as funds become available. The final selection criteria will be developed as part of the EHR Readiness project.

2.8 Cost Estimates associated with achieving the Integrated Information Systems Infrastructure.

The current infrastructure includes the following: Opt-E-Man and T1 circuits internally that range from 1.54Mb to 50Mb, a 20Mb Internet connection, firewalls at gateways, web infrastructures in security zones (DMZ's), Cisco network infrastructure, and Microsoft Active Directory infrastructure.

The infrastructure will be re-evaluated once a software vendor has been selected. Some of the equipment for consideration would include the following: web servers ($8,000 each), database servers ($10,000 each), SAN shelf ($35,000), routers, circuits, and desktop computers. The associated costs for achieving the IISI depend greatly on the software requirements and the method of connectivity with the selected vendor.

Enclosure 3
Exhibit 3
Technological Needs Project Proposal Description

County Name: Solano   **Date: Dec 29, 2008**

Project Name: Electronic Health Record Preparation: Workflow Analysis, Readiness Assessment, and requirements definition

Check at Least One Box from Each Group that Describes this MHSA Technology Needs Project

☐ New System.

☐ _Extend the Number of Users of an Existing System.

☐ Extend the Functionality of an Existing System

☒ **Supports Goal of Modernization / Transformation**.

☐ Support Goal of Client and Family Empowerment.

Indicate the Type of MHSA Technological Needs Project

Electronic Health Record (EHR) System Projects (Check All that Apply**)**

☐   infrastructure, Security, Privacy.

☐ Practice Management.

☐ Clinical Data Management.

☐ Computerized Provider Order Entry.

☐ Full Electronic Health Record (EHR) with Interoperability Components (Example: Standard

   Data Exchanges with Other Counties, Contract Providers, Labs, Pharmacies).

Client and Family Empowernnent Projects

☐ Client/Family Access to Computing Resources Projects.

☐ Personal Health Record (PHR) System Projects

☐ Online information Resource Projects (Expansion / Leveraging Information-SharingServices)

Other Technological Needs Projects that Support MHSA Operations

☐ Telemedicine and Other Rural / Underserved Service Access Methods.

☐ Pilot Projects to Monitor New Programs and Service Outcome Improvement.

☐ Data Warehousing Projects / Decision Support.

☐ Imaging / Paper Conversion Projects.

☒ **Other**.

Indicate The Technology Needs Project Implementation Approach

☐ **Custom Application**
Name of Consultant or Vendor (if applicable):   **NA**

☐ **Commercial Off-The -Shelf (COTS) System**
Name of Vendor: **NA**

☐ **Product Installation**
Name of Consultant or Vendor (if applicable):**NA**

☐ **Software installation**
Name of Vendor **NA**

This project is the first of a series of steps to enable Solano County to acquire and implement an EHR system as the basic building block in the creation a Integrated Information Systems Infrastructure to support mental health programs. The project consists of work process analysis, an implementation readiness assessment, and definition of the system requirements for the EHR system. The project includes both consulting services and the addition of staff to coordinate the contractor's work and complete the requirements analysis and definition needed to move forward on acquiring and implementing an EHR system.

Project Description and Evaluation Criteria (Detailed Instructions)

Small County?   ☐Yes ☒ No

Complete Each Section Listed Below.

Small counties (under 200,000 in population) have the Option of submitting a Reduced Project Proposal; however, they must describe how these criteria will be addressed during the implementation of the Project.

A completed Technological Needs Assessment is required in addition to the Technological Needs Project Proposal. Technological Needs Project Proposals that are for planning or preparation of technology are not required to include hardware, software, interagency, training, or security considerations. These items are indicated with an "*"

Project Management Overview (Medium-to- High Risk Projects)

Counties must provide a Project Management Overview based on the risk of the proposed Project. The Project must be assessed for **Risk Level** using the worksheet in **Appendix A.**

The Risk Analysis score for the EHR Preparation Project is 7 or "Low Risk".

(See the attached Risk management Assessment.) The Project is low risk because EHR Preparation Project does not involve purchase or implementation of hardware or software.

For Projects with Medium to High Risk, the County shall provide information in the following <u>Project</u> management areas.

Independent Project Oversight

Integration Management

Scope Management

Time Management

Cost Management

Quality Management

Human Resource Management (Consultants, Vendors, In-House Staff)

Communications Management

Procurement Management

For Low-Risk Projects as Determined by the Worksheet in Appendix A, The above Project Management Reporting is Not Required.

Instead, the County shall provide a Project Management Overview that describes the steps from concept to completion in sufficient detail to assure the DMH Technological Needs Project evaluators that the proposed solution can be successfully accomplished. For some Technological Needs Projects, the overview may be developed in conjunction with the vendor and may be provided after vendor selection.

EHR Preparation Project Management Overview

The EHR Preparation Project two elements.

The first element is a contract with a consultant to review the County's work processes and conduct a readiness assessment to determine the degree to which county and

contractor staff are prepared for EHR Implementation. The Contractor's work will include:

1. Identifying and documenting the business rules and logic controlling Mental Health processes and workflow.
2. Identifying and documenting the Mental Health processes and related workflow including all underlying procedural Components – end-to-end (as-is).
3. Identifying and documenting superfluous, redundant and/or missing process components.
4. Identifying and documenting mental health process gaps and overlaps (gap analysis).
5. Identifying and documenting areas of potential consolidation and improvement in the mental health processes.
6. Documenting desired mental health processes and related workflows (to-be).
7. Providing orientation and education to the mental health staff on the cultural and business related changes driven by an EMR, both from the corporate and individual employee levels.
8. Assessing the mental health workforce on EMR readiness and documenting results
    and concerns, including, but not limited to technical skills, resistance to change, and perceived organizational barriers.

The proposed contract for consulting services includes extensive project and risk management provisions to ensure that any issues that arise during the course of the contractor's performance will be dealt with effectively.

 The County has completed a competitive procurement process and is prepared to enter final negotiations with the selected contractor as soon as the funding for the project is received.

The second element of this project is the addition of a County Project Coordinator and support staff to manage the consultant's work and complete the next steps of the process of of preparing for the acquisition of an EHR system.

The County Project Manager will create an EHR steering committee to support this project and play an active role in the preparation of the requirements to be used to procure an EHR sytem for the County. The committee will include representatives of County clinic staff and management, contract providers, the County IT staff, the Cultural Competence committee, consumers and family members.

The committee will suport the work of the contractor in arranging interviews and encouraging the aprticipation of key county and contractor employees in the work flow analysis and readiness assessment. The committee will receive regular status reports about the on-going work of the contractor.

The Project Coordinator will work with the steering committee to develop the county's requirements for an EHR system based on the work processes developed by the contractor, the information obtained from the current DMH BH-EMR RFI, and other sources.

Management of the overall project will be based on a project management plan that identifies tasks and milestones. The project plan will be documented using Microsoft Project. Regular status reports will be provided to Mental Health Division and Department of Information Technology management. The high level tasks and milestones are shown below.

ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
1		Submit Component Plan To DMH	1 day	Mon 12/29/08	Mon 12/29/08		
2		DMH Review of Component Plan	40 days	Tue 12/30/08	Fri 2/27/09	1	
3		Post Project Proposal for Public Comment	20 days	Mon 1/5/09	Mon 2/2/09		
4		Include public comments in Proposal	2 days	Tue 2/3/09	Wed 2/4/09	3	
5		Secure Final Signatures	3 days	Thu 2/5/09	Mon 2/9/09	4	
6		Submit Proposal to DMH	1 day	Mon 3/2/09	Mon 3/2/09	2	
7		DMH Review	35 days	Tue 3/3/09	Mon 4/20/09	6	
8		DMH Processing of check	10 days	Tue 4/21/09	Mon 5/4/09	7	
9		Funds received	20 days	Tue 5/5/09	Tue 6/2/09	8	
10		Complete Contract with Consultant	20 days	Tue 4/21/09	Mon 5/18/09	7	
11		BOS Action	1 day	Tue 5/19/09	Tue 5/19/09	10	
12		Establish and fill Program Coordinator/Manager Position	120 days	Mon 12/22/08	Mon 6/15/09		
13		Establish and fill Program Admin Support Position	120 days	Mon 12/22/08	Mon 6/15/09		
14		Contractor Conducts Workflow and readiness studies	120 days	Wed 5/20/09	Mon 11/9/09	11	
15		Develop EHR Requirements	90 days	Tue 11/10/09	Fri 3/19/10	14	
16		Develop EHR Project Plan and Proposal	30 days	Mon 3/22/10	Fri 4/30/10	15	
17		Project Plan Submission review and approval	45 days	Mon 5/3/10	Fri 7/2/10	16	
18		EHR Procurement	90 days	Mon 7/5/10	Fri 11/5/10	17	

Technological Needs Projects will be reviewed in terms of their cost justification. The appropriate use of resources and the sustainability of the system on an ongoing basis should be highlighted. Costs should be forecasted on a Quarterly basis for the life of the Project.

Costs on a Yearly and Total basis will also be required for input on Exhibit 3 - Budget Summary.

EHR Preparation Project Costs by Quarter

Quarter Category	4th 2008/200 9	Ist 2009/201 0	2nd 2009/201 0	3rd 2009/201 0	4th 2009/201 0	1st 2010/201 1	2nd 2010/201 1	Total
Project Manager (1.0 FTE)	$16,000	$25,000	$25,000	$$25,000	$25,000	$25,000	$8,000	$149,00 0
Office Assistant (.5 FTE)	$6,000	$9,000	$9,000	$9,000	$9,000	$9,000	$3,000	$54,000
Software								$0
Hardware								$0
Contract services		$95,000	$95,000	$96,000				$286,00 0
Administrative Overhead	$3,300	$19,300	$19,300	$19,300	$5,100	$5,100	$1,600	$73,000
Other Costs (Travel, supplies & Equipment)	$8,000	$3,500	$3,500	$3,500	$3,500	$3,000	$3,000	$28,000
Totals	$33,300	$151,800	$151,800	$151,800	$42,600	$42,100	$15,600	$590,00 0

Extent to which the Project is Critical to the Accomplishment of the County, MHSA, and DMH Goals and Objectives.

This project will prepare the Mental Health Division and contract service provider clinical and support staff for the transition from paper-based medical records to an electronic medical record environment. While there is no guarantee of the success of an EHR implementation, EHR preparation activities have been show to greatly increase the probability of successful transition to an EHR environment.

We expect this preparation to begin the internal systems transformation necessary to move to an Integrated Information Systems Infrastructure. The new EHR system will serve mental health clients, while positioning the county to provide more cost effective, coordinated and consumer-friendly services. Managerial decision making will be significantly enhanced, billing practices and revenue generation should improve, variation will be reduced in both clinical and administrative processes, and the county's medical/ legal risk exposure decreased.

A successful EHR implementation process will enhance the opportunity for clients to access and use a personal health record.

Degree of Centralization or Decentralization Required for this Activity.

This initial project will not require an organizational realignment to complete the workflow analysis, readiness assessment, and requirements definition. Activities will be directed by the Project Coordinator and the steering committee

Data Communication Requirements associated with the Activity.

None

Characteristics of the Data to be Collected and Processed (i.e., source, volume, volatility, distribution, and security or confidentiality).

The data to be collected will include work process data collected by the contractor in facilitated meetings with County and Contractor staff through Rapid Application Development processes facilitated by the contractor.

The readiness assessment will be conducted using an anonymous instrument and and interviews with staff. All staff input will remain anonymous.

The contratcor is required to comply with all HIPPA requirements to insure privacy of any consumer data with which they may have contact..

Degree to which the Technology can be Integrated with Other Parts of a System in achieving the Integrated Information Systems Infrastructure.

This project does not include new or additional technology that requires integration with other parts of the system. It will however, identify the requirements for new technology including system integration issues.

Hardware Considerations * As Applicable

Compatibility with Existing Hardware, Including Telecommunications Equipment.

NA

Physical Space Requirements Necessary for Proper Operation of the Equipment.

NA

Hardware Maintenance.

NA

Existing Capacity, Immediate Required Capacity and Future Capacity.

NA

Backup Processing Capability.

NA

Software Considerations * (As Applicable)

C mpatibility of Computer Languages with Existing and Planned Activities.

NA

Maintenance of the Proposed Software (e.g., vendor-supplied).

NA

Availability of Complete Documentation of Software Capabilities.

NA

Availability of Necessary Security Features as defined in DMH Standards noted in Appendix B.

NA

Ability of the Software to meet Current Technology Standards or be Modified to meet them in the future.

NA

Interagency Considerations * (As Applicable)

Describe the County's interfaces with contract service providers and State and Local Agencies. Consideration must be given to compatibility of communications and sharing of data. The information

The Project Coordinator and Steering Committee will identify the required interfaces as part of the requirements analysis phase of this project. The County intends to participate in a working group with other counties to to define

Training and Implementation * (As Applicable)

Describe the current status of workflow and the proposed process for assessment, implementation…

This project will complete workflow assessments of the two major processes in the mental health system. The readiness assessment will also identify potential training issues and generate an orientation on EHR implementation for County employees and contractor staff.

The completed workflows will be used as a basis for defining the system requirements

Security Strategy * (As aApplicable)

Describe the County's policies and procedures related to Privacy and Security for the Project as they may differ from general Privacy and Security processes.

Protecting Data Security and Privacy.

The County's standard data security and privacy policies will apply.

Operational Recovery Planning.

NA

Business Continuity Planning.

NA

Emergency Response Planning.

NA

Health Information Portability and Accountability Act (HIPAA) Compliance.

Contractor personnel will be required to comply with all HIPAA requirements. All Contratcor staff will sign the appropriate IPAA acknowledgement forms.

State and Federal Laws and Regulations.

NA

Project Sponsor (S) Commitments [Small Counties May Elect not to Complete this Section]

Sponsor(s) Name(s) and Title(s)

Identify the Project Sponsor Name and Title. If multiple Sponsors, identify each separately.

Michael J. Oprendek, Assistant Director Solano County Health and Social Service for Mental Health

Commitment

Describe each Sponsor's commitment to the success of the Project, identifying resource and management commitment.

Mr. Oprendek is committed to modernizing and transforming administrative systems to meet the goals of MHSA. He will demonstrate this commitment by assigning resources in the form of staff and finances from the MHSA Capital Facilities and Technology Needs planning estimate to support the acqustion and implementation of an EHR system for the Mental Health Division.

Please include separate signoff sheet with the Names, Titles, Phone, E-mail, Signatures, and Dates for:Individual(s) responsible for preparation of this Exhibit, such as the Project Lead or Project Sponsor(s).

Prepared By

Name: Robert Sullens	Title: Project Manager
Signature:	Date:
Phone:707-784-8374 Email Address: RLSullens@Solanocounty.com	

Name: Laura San Nicolas	Title: Senior Systems Analyst
Signature:	Date:
Phone: 707-784-3208 Email Address: LLSanNicolas@SolanoCounty.com	

Risk Analysis - EHR Preparation Project

Category		Factor	Rating	Score
Estimated Cost of Project		Over $5 million	6	
		Over $3 million	4	
		Over $500,000	2	**2**
		Under $500,000	1	
Project Manager Experience				
Like Projects completed in a "key staff" role		None	3	
		One	2	**1**
		Two or More	1	
Team Experience				
Like Projects Completed by at least 75% of Key Staff		None	3	
		One	2	
		Two or More	1	**1**
Elements of Project Type				
Hardware	New Install	Local Desktop/Server	1	
		Distributed Enterprise Server	3	
	Update/Upgrade	Local Desktop/Server	1	
		Distributed Enterprise Server	2	
	Infrastructure	Local Network Cabling	1	**NA**
		Distributed Network	2	
		Data Center/Network Operations Center	3	
Software	Custom Development		5	**NA**
	Application Service Provider		1	**NA**
	COTS* Installation	"Off-the-Shelf"	1	**NA**
		Modified COTS	3	
	Number of Users	Over 1000	5	
		Over 100	3	**3**
		Over 20	2	
		Under 20	1	
	Architecture	Browser/Thin Client Based	1	**NA**
		Two Tier (Client/Server)	2	
		Multi-tier (Client & web, database, application, etc. Servers)	3	

Total Score   **7**   **Low Risk**