

# ONE INITIATIVE UPDATE

ONE Wave 2 Bulletin #1 – Spring 2022

## Introduction

To augment the communications provided in various interactive forums (e.g. governance meetings, team meetings, etc), the PMO has launched a periodic written update. These updates will summarize key messages delivered in presentations and meetings.

## Staffing Updates

The ONE Regional Team and ONE PMO is pleased to welcome three new members since the start of the new year:

- **Sara Grisdale, Regional Ancillary Systems Manager.** Sara joins the regional team from Sault Area Hospital. Although not part of the Wave 1 regional team, Sara experienced Wave 1 implementation from a site perspective as part of the SAH pharmacy team. Sara can be reached at Sara.Grisdale@necare.ca.
- **Jessica Allarie, Change Lead.** Jessica joins the ONE PMO from Sensenbrenner Hospital in Kapuskasing. An HR professional by training, Jessica possesses an intuitive understanding of the change process and an appreciation of the challenges faced by smaller north eastern hospitals. Jessica can be reached at Jesica.Allarie@necare.ca.
- **Maria Watling, Interim Clinical Project Manager.** While we were blessed with a wealth of exceptionally talented people from whom to choose for most roles, we were unable to convince any of the sites to free up experienced project managers. Given our intense near term focus on fleshing out project plan details, we have opted to contract out the Clinical Project Manager on an interim basis to one of our consulting partners. Based in Ontario, Maria Watling has recent experience on projects similar in many ways to the Wave 2 Implementation project. Maria can be reached at Maria.Watling@necare.ca.
- **Bryan Bennetts, Project Financial Analyst.** Bryan recently retired from Timmins and District Hospital and agreed to join the project on an interim basis to set up accounting policies, practices, and financial tracking and reporting systems. For the most part Byran will focus his interactions on the north east hospital CFOs, the PMO, and the project executives. Bryan can be reached at Bryan.Bennetts@necare.ca.

## Wave 2 Stakeholder Forum (June 21st and 22nd, 2022)

The first of several Face to Face Stakeholder Forums planned for the Wave 2 Project will take place June 21 and June 22, 2022 at the North Bay Regional Health Centre. These forums will provide an opportunity for information sharing and networking that is difficult to achieve using remote meeting tools.

<p><b>Purpose:</b> Present valuable content and facilitate discussion with respect to several key, pertinent topics including Change Management, Clinical Workflows, Order Set Management, and Project Communication.</p>			
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>● Familiarize stakeholders with toolkits and related processes that they can employ immediately following the stakeholder forum in their sites.</li> <li>● Provide opportunities for interested stakeholders to take part in clinical visits at founding ONE member sites.</li> <li>● Facilitate networking and face to face interactions within and across teams</li> </ul>			
<p><b>Attendees:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Vendor partners:</p> <ul style="list-style-type: none"> <li>● MEDITECH Representatives</li> <li>● Tegria Consulting READY Representatives.</li> </ul> <p>ONE Regional Team:</p> <ul style="list-style-type: none"> <li>● Regional Executive Lead</li> <li>● Project Management Office</li> <li>● Regional System Managers</li> <li>● Build Team Leads &amp; Members</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <p>ONE Member Representatives:</p> <ul style="list-style-type: none"> <li>● Site Executive Sponsors</li> <li>● Site Lead</li> <li>● Site Clinical Leads</li> <li>● Site Change Management Leads</li> <li>● Site Physician Champions</li> </ul> </td> </tr> </table>		<p>Vendor partners:</p> <ul style="list-style-type: none"> <li>● MEDITECH Representatives</li> <li>● Tegria Consulting READY Representatives.</li> </ul> <p>ONE Regional Team:</p> <ul style="list-style-type: none"> <li>● Regional Executive Lead</li> <li>● Project Management Office</li> <li>● Regional System Managers</li> <li>● Build Team Leads &amp; Members</li> </ul>	<p>ONE Member Representatives:</p> <ul style="list-style-type: none"> <li>● Site Executive Sponsors</li> <li>● Site Lead</li> <li>● Site Clinical Leads</li> <li>● Site Change Management Leads</li> <li>● Site Physician Champions</li> </ul>
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The June 2022 Stakeholder Forum is divided into two distinct components:

1. Day 1 - 21 June 2022. Plenary session attended by all invited stakeholders. The information presented in the plenary session will be of interest and use to all invited participants.
2. Day 2 - 22 June 2022. Audience specific meetings and activities. Attendees can choose to attend one or more of these sessions depending upon timing and availability.

**In order to plan rooms, meals, Site visits and Day 2 transportation needs, etc, the ONE PMO needs an accurate list of attendees. Please do not forgot to RSVP by filling out the google form:**

[https://docs.google.com/forms/d/1P3Z\\_t64tgD9yrouYGDzrIFG9wApvu1nxC6QF2VCTkPY/edit?usp=sharing](https://docs.google.com/forms/d/1P3Z_t64tgD9yrouYGDzrIFG9wApvu1nxC6QF2VCTkPY/edit?usp=sharing)

### ONE Project Stakeholder Forum - Day 1 - Agenda

Topic	Time	Presenter
Welcome! NBRHC orientation, washrooms, safety, wifi,	0830 hrs 5 mins	Brenda

Topic	Time	Presenter
parking etc. Ice Breaker		
<b>Opening comments-</b> Board of Directors chair and vice chair.	<b>0835 hrs</b> <b>10 minutes</b>	<b>Mark/Paul</b>
<b>Project presentation</b> <ul style="list-style-type: none"> <li>● Scope Review</li> <li>● Schedule Update</li> <li>● New Member (site) local schedule</li> <li>● Major Issues Review</li> <li>● Significant Risks and Planned Mitigation</li> </ul>	<b>0845 hrs</b> <b>45 minutes</b>	<b>Michael M.</b>
<b>Change Management Strategy and Approach</b> <ul style="list-style-type: none"> <li>- clinical practice changes</li> <li>- physician engagement</li> <li>-</li> </ul>	<b>0930 hrs</b> <b>30 minutes</b>	<b>Jessica A.</b>
<i>10 am stretch and break (15 min)</i>		
<b>Order set Management</b> <ul style="list-style-type: none"> <li>● Utilization/Inventory</li> <li>● Order set maintenance and updates</li> <li>● New order set intake &amp; implementation</li> <li>● Governance (regional and local)</li> </ul>	<b>1015 hrs</b> <b>90 minutes</b>	<b>Chris G.</b> <b>Kristen V.</b> <b>CMIO TBD</b>
<i>LUNCH @ 1200 hrs - 1 hour</i> <i>A casual outdoor barbecue is planned. Menu details and special dietary needs requests will be shared once RSVPs have been received.</i>		
<b>MEDITECH Presentation</b> <ul style="list-style-type: none"> <li>● Future Expanse optimizations</li> </ul>	<b>1300 hrs</b> <b>30 minutes</b>	<b>MEDITECH</b>
<b>Workflows - Toolkit and Next Steps</b> <ul style="list-style-type: none"> <li>● Workflow documentation - standardized approach, template and inventory.</li> <li>● Instructions on how the Newco members can use the workflow documents.</li> <li>● Helping sites plan for change.</li> </ul>	<b>1330 hrs</b> <b>60 minutes</b>	<b>Jessica A.</b> <b>Others TBD</b>
<i>1430 hrs stretch and break (15 min)</i>		
<b>Tegria Presentation</b> <ul style="list-style-type: none"> <li>● Customer success role</li> </ul>	<b>1445 hrs</b> <b>30 minutes</b>	<b>Tegria</b>

Topic	Time	Presenter
<b>Communication &amp; Governance</b> <ul style="list-style-type: none"> <li>Bridging local and regional communication</li> <li>Roles and responsibilities</li> <li>What is coming up in project communications</li> </ul>	<b>1515 hrs</b> <b>30 minutes</b>	<b>Michael M.</b> <b>Brenda M.</b>
<b>Closing remarks</b> <ul style="list-style-type: none"> <li>Summary wrap up</li> <li>Action items/takeaways</li> <li>Fall face to face date (Oct 2022)</li> </ul> Reminders about dinner, and meeting points for day 2 activities.	<b>1545 hrs</b> <b>15 minutes</b>	<b>Brenda</b>

*Note: This agenda may change based on staff availability and existing meeting schedules.*

## ONE Project Stakeholder Forum - Day 2 - Agenda

Three activity / event streams are planned for the ONE Member representatives on Day 2:

- Founding Hospital Site Visits.** Both West Parry Sound Health Centre and North Bay Regional Health Centre have generously offered to host visits to various units so that ONE Member representatives may see the ONE HIS in use and ask questions of the end-users. Units under consideration include: Emergency Department, Inpatient Unit(s), and the Cardiac Care Unit (NBRHC). Other units will be considered based on advance input from ONE Member representatives (part of the RSVP process).
- Devices, Demos, and Support.** The “Think Tank” room at North Bay Regional Health Centre will provide a venue for invited attendees to learn more and ask questions about:
  - Devices supported by the ONE HIS
  - Expanse 2.2 (including a demonstration)
  - Google Workspace support
- Group Meetings.** Several groups are considering taking advantage of the physical proximity afforded by the Stakeholder Forum to hold face-to-face meetings. Members of these groups will be contacted directly to determine interest and to schedule the appropriate time to meet.

## Go-Live Dates

The Wave 2 GO-Live will take place in four stages:

- Ambulatory Module Pilots.** The three founding hospitals (North Bay Regional Health Centre, Sault Area Hospital, and West Parry Sound Health Centre) will go-live with their Ambulatory module pilot departments in September 2023.
- Health Sciences North and NO1 sites.** These ONE Members will transition to the Expanse-based ONE-HIS for inpatients, outpatients, and emergency departments on 1 November 2023.

3. **Timmins and District Hospital and NO2 sites.** The ONE Members will transition to the Expanse-based ONE HIS for inpatients, outpatients, and emergency departments on 1 February 2024.
4. **Oncology Module.** Oncology services using the ONE HIS will go-live live at the North East Ontario Regional Cancer Centre (NEORCC), Sault Area Hospital, and all associated chemotherapy clinics on 1 April 2024.

NO1 Sites	NO2 Sites
North Shore Health Network	Anson General, Iroquois Falls
Chapleau Health Services	Bingham Memorial, Matheson
Espanola General Hospital	Blanche River Health
Health Sciences North, Sudbury	Hôpital Notre Dame, Hearst
Lady Dunn Health Centre, Wawa	Hornepayne Community Hospital
Manitoulin Health Centre	Lady Minto, Cochrane
Mattawa General Hospital	Sensenbrenner Hospital, Kapuskasing
St. Joseph's General Hospital, Elliot Lake	Smooth Rock Falls Hospital
West Nipissing General Hospital	Temiskaming Hospital
	Timmins and District Hospital
	Weeneebayko Area Health Authority

More details regarding the activities leading up to the go-live will be forthcoming over the summer in the form of the Wave 2 Activation Plan. The dates listed above can be shared by ONE Members with their stakeholders so that they can be factored into local planning discussions.

## Meditech Expanse version 2.2 Upgrade

The ONE HIS currently in use by the three founding hospitals is based on Expanse software version 2.1. To support several new features currently in scope for Wave 2 as well as make it possible to consider other new features after go-live, an upgrade to Expanse 2.2 was necessary prior to transitioning the NEON sites to the ONE HIS. Work on the Expanse 2.2 upgrade is currently in progress, with Expanse 2.2 installed in the ONE test environment and members of various build teams conducting system testing.

The switch to Expanse version 2.2 in the LIVE environment will take place on 28 September 2022, more than a year before the NEON sites make the transition to the ONE HIS. This update early in the build and test cycle is needed as the functionality within scope for a number of modules is dependent on Expanse 2.2. Hence, Expanse 2.2 needs to be deployed before the build can be completed for these modules.

## ONE Data Centre Update

The infrastructure on which the ONE HIS currently operates is hosted by a 3rd party service provider. As part of the Wave 2 Implementation project, data centre hosting will be transferred to NewCo. NewCo will operate two identical data centres to provide capacity for the NEON sites, redundancy, and improved uptime.

Rather than incurring the cost of building data centre facilities, NewCo will co-locate the equipment at Sault Area Hospital and Health Sciences North and thereby leverage investments made by these organizations in their data centres. Both ONE Members have data centre facilities that meet NewCo co-location requirements.

Switchover to the new data centres, including the time required for testing and migration, will take place prior to the end of the 2022 calendar year.

## ONE Shared Service Organization Update

As part of the Wave 2 Implementation project, a provincial not-for-profit entity was incorporated in the fall of 2021 to provide shared services to the 23 ONE members. Currently registered under the name “ONE Health Information Technology Services”, the new shared service organization will address the operational and service needs of the Founding Members with respect to an updated and expanded ONE Health Information System (ONE HIS).

Many of the various activities needed to get the new shared service organization (often referred to as NewCo) ready to fulfill its mandate are either complete or are currently in progress:

- A board of directors was selected and are meeting on a monthly basis.
- Various administrative and logistical items such as bank accounts and insurance are either established or the process to do so has started.
- CEO search has been initiated and interviews are currently in progress.
- Prepare for transition of operations to NewCo in 2023.

## About the ONE Initiative

The ONE (one person, one record, one system) Initiative is a North East Ontario region-wide transformational technology project. Our goal is to improve the delivery of patient and family-centred care through the creation of a single electronic health information system (HIS), built with a common set of standards and evidence based best practices.

To realize the objectives of ONE, the region's 23 member hospitals are migrating from the disparate systems that are currently in use, to a common platform based on the MEDITECH Expanse system. Implementation of MEDITECH Expanse is taking place in two "waves":

- Wave 1 - The three (3) founding ONE hospitals went live in October 2019. These hospitals are North Bay Regional Health Centre (NBRHC), Sault Area Hospital (SAH), and West Parry Sound Health Centre (WPSHC).
- Wave 2 - The 20 hospitals that currently participate in the NEON shared service will transition from the current NEON Client Server HIS to the ONE HIS.

Once Wave 2 is complete, healthcare providers at all 23 member hospitals will be able to access and share inpatient, outpatient, emergency department and oncology information seamlessly throughout the region.