

**DBHDS**

Virginia Department of  
**Behavioral Health and  
Developmental Services**

# Project Profile

## **Implementation of Electronic Health Records**

Department of Behavioral Health  
and Developmental Services

December 6, 2011

Russell Sarbora  
Chief Information Officer

---

# Who

- The Department of Behavioral Health and Developmental Services, in collaboration with:
  - The DBHDS nine hospitals and five training centers
  - CoV HHR Secretariat, Technology Secretariat
  - Vendorsis procuring and implementing an Electronic Health Record System (EHR)
- Not in Scope: Community Service Boards EHRs
  - CSBs have and will continue to procure and implement their own (local) EHR systems
  - CSBs able to procure EHR from
    - This state contract
    - Via *Virginia Health Information Technology Regional Extension Center*
  - Clinical Data Exchange between the DBHDS and CSB EHR systems will take place through the Virginia Health Information Exchange

# What

- An Electronic Health Record system is a computerized tool that:
  - Records planned and delivered clinical care
  - Supports consistent execution of appropriate and normalized care delivery practices
  - Enables data analysis, early diagnosis, and improvements in care delivery quality
  - Exchanges clinical data with inter-dependent ancillary systems and care delivery processes
    - Pharmacies, Labs, CSBs, other licensed care providers
    - Personal Health Record system(s)

# When

- 2011 through 2015
- Preliminary EHR Project Schedule
  - Gather Functional Requirements Oct 31, 2011
  - Release Request for Proposal Jan 3, 2012
  - Complete Procurement Jun 30, 2012
  - Implement Pilot Site group Mar 31, 2013
  - Implement 2<sup>nd</sup> wave sites Jun 30, 2014
  - Implement Training Centers Jun 30, 2015
- Program infrastructure support
  - 2004 implementation of the Avatar Practice Management System
  - 2009 implementation of the Centricity Pharmacy System

# Why

- Improve quality of patient care through:
  - Use of Point-of-Care Alerts and Decision Support to improve decision making and reduce medical errors
  - Standardization of care delivery process
  - Ability to measure and report efficacy
- Improve efficiency of patient care through:
  - Immediate access to information and analysis
  - Reduction/Elimination of manual, duplicative, and redundant processes
  - Care Management, Population Management
- Improve patient participation and satisfaction
  - Empowers patients and authorized care givers to participate in care regime definition and execution

# More Why

- Align with HHR Secretariat Strategic Plan
- Support legislative requirements
  - Federal:
    - American Reinvestment and Recovery Act of 2009
      - Approx \$300M/yr in Medicare and Medicaid payments to the DBHDS are dependent on achieving Meaningful Use of EHR by 2014
    - Patient Protection and Affordable Care Act of 2010
      - Medicaid Eligibility projected to expand by 40% in 2014
      - Can expect some Impact to Mental Health and Intellectual Disabilities
  - Commonwealth of Virginia
    - Expansion to Code of Virginia Title 37.2
    - 42 CFR Part 1001
    - Chapter 635, H2198, March 2007
      - An Act to establish an interoperable infrastructure for electronic health records

# How

- **Software Solution**
  - Commercial-Off-The-Shelf (COTS) product(s)
- **Single Agency-wide implementation**
  - One system, 16 centers
  - Collaborative / Normalized Workflow Design
- **Leveraging Resources**
  - HHR and Technology Secretariat technology initiatives
    - Medicaid Information Technology Architecture (CMMS/DMAS)
    - Health Information Exchange (Virginia Department of Health)
    - Master Data Environment (DMV)
    - Data Sharing (HHR DURSA)
  - Federal Support and Industry Best Practices
    - Virginia Regional Extension Center
    - Behind the Leading Edge

# Budget

- \$26M for 2013 - 2014 bi-annual budget
  - Software, Hardware, Implementation Services, Implementation Support Staff, Education, Project Management, Maintenance, Operations
- FY 2013            \$16.38M
- FY 2014            \$10.4M
- EHR will not cover the full spectrum of the desired (wish list) requirements
  - Some existing applications will sunset and be replaced by EHR functionality
  - Many applications will interface to EHR

# Staffing

- FY 2013
  - 6 additional permanent staff planned
- FY 2014
  - 4 additional permanent staff planned
- Total staff required Implementation is TBD
  - Expect material staff “bubble” during Implementation
    - Combination of Permanent and Contract Staff
    - Facility staff participation is critical

# Risk High

- Generic
  - System Implementation projects generally experience low success rates
    - 23% of large scale projects fail
    - EMR/EHR system implementation failure rates are higher
- Specific
  - Largest system implementation ever attempted by the DBHDS
  - Centricity Implementation was problematic
  - Information Technology Services Current State Capability Maturity
  - Agency / Partnership / CoV Capability
    - Speed / Responsiveness / Collaboration
  - Existing Infrastructure Weaknesses
    - Food Services, Labs, Pharmacy
  - Facility Variability range includes:
    - Mental Health, Training Centers, Forensic, Geriatric, Juvenile

# Risk Mitigation

- Re-use proven technologies and implementation methods
  - Commercial-Off-The-Shelf (COTS) product
  - Health and Human Resource, Technology Secretariats' infrastructure components
  - VITA Project Management practices
  - Virginia Regional Extension Center
    - Office of the National Coordinator EHR Implementation Curriculum
- The DBHDS will be a Late Adopter of EHR
  - (not Leading/Bleeding edge)
- Experienced Information Technology Leadership on-board

# Project Oversight

- **Steering Committee**
  - Internal Agency Oversight Committee 5
    - COO, CMO, CFO, CIO, Facility Director
  - Requirements Sub-Committee Chairs 9
  - Other Key Stakeholders (VDH, VITA) 2
  - Dedicated Project Manager 1
  - Other required CO functions 4
  
- **Internal Agency Oversight Committee**
  - Olivia Garland
  - Dr. Jack Barber
  - Joy Yeh
  - Russell Sarbora
  - Jack Wood

# Questions



For more information please contact:

[Angela.Edwards@dbhds.virginia.gov](mailto:Angela.Edwards@dbhds.virginia.gov), PM, 804.371.2709

[Russell.Sarbora@dbhds.virginia.gov](mailto:Russell.Sarbora@dbhds.virginia.gov), CIO, 804.786.1640