# AGENDA

**INFORMATION TECHNOLOGY COMMITTEE**

**BOARD OF DIRECTORS**

**CALL TO ORDER**                                          Mr.  José Pagán

**ADOPTION OF MINUTES**
  *April 3, 2023*

**<u>ACTION ITEM</u>**                                          **Mr. Jeff Lutz**

- **RESOLUTION**

Authorizing New York City Health and Hospitals Corporation (the "System") to execute a contract with IVCi, LLC ("IVCi") for audio-visual design, installation and support services for a term of five years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $65,000,000.

**<u>ACTION ITEM</u>**                                          **Ms. Marji Karlin**

- **RESOLUTION**

Authorizing New York City Health and Hospitals Corporation (the "System") to extend its current contract with Optum, Inc. ("Optum") for an additional 12-month term for an amount not to exceed $5,862,541.

- **RESOLUTION**

Authorizing New York City Health and Hospitals Corporation (the "System") to execute a contract with Experian, Inc. ("Experian") for EDI clearinghouse services for a term of three years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $25,000,000.

**CHIEF INFORMATION OFFICER REPORT**                          **Dr. Mendez**

**OLD BUSINESS**

**NEW BUSINESS**

**ADJOURNMENT**

**NEW YORK CITY HEALTH + HOSPITALS**

**Minutes**

**Meeting Date: April 3, 2023**

**Information Technology Committee**

**Attendees**

**Committee Members:**

**Feniosky Peña-Mora, Chair**

**Dr. Mitchell Katz**

**Freda Wang representing José A. Pagán**

**Barbara Lowe, RN**

**NYC HEALTH + HOSPITALS CENTRAL OFFICE STAFF:**

**Dr. Kim Mendez, SVP/Corporate CIO**

**Soma Bhaduri, Chief Information Security Officer**

**Jeff Lutz, Chief Technology Officer**

**Apoorva Karia, AVP, EITS Business Operations**

**Katherine Thayer, Chief Applications Officer**

Mr. Feniosky Peña-Mora, Chair of the Committee, called the April 3rd, 2023, meeting of the Information Technology (IT) Committee to order at 12:00 P.M.

*Per By-Laws – Section 14. Committee Attendance. If any member of a standing or special committee of the Board will not be present at a scheduled committee meeting, the member may ask the Chair of the Board to request that another Board member, not a member of that committee, attend the scheduled meeting and be counted as a member for purposes of quorum and voting.*

José Pagán has designated Freda Wang to attend this Committee meeting and be counted as a member of purposes of quorum and voting.

Mr. Peña-Mora proposed a motion to adopt the minutes of the IT Committee meeting held on November 1, 2022.

> **Upon motion made and duly seconded the minutes of November 1, 2022 IT Committee meeting were unanimously approved.**

Mr. Peña-Mora turned the meeting over to Dr. Kim Mendez, Senior Vice President and Corporate Chief Information Officer to carry on the agenda, she was joined by Jeff Lutz, Chief Technology Officer, Apoorva Karia, AVP EITS Finance & Administration, Soma Bhaduri, Chief Information Security Officer, and Katherine Thayer, Chief Applications Officer.

Dr. Mendez shared the NYC H+H IT FY-2024 Goals. Dr. Mendez highlighted that each one of the goals and domains are aligned with the strategic pillars and all are aligned with System's mission, vision and core values.

Dr. Mendez then provided updates on the the data center migration. The first migration was completed and went live in September of 2022. IT is currently moving to Go Live with the second data center, Cyrus One, the end of May 2023. As of March 31, 2023, EITS is 92 percent complete with the transition to Go Live at the second data center. The project remains on target and on budget for this transition. This data center will be live for the end of May, there will be a final transition for Epic EHR toward the end of September. Dr. Mendez shared a visual of the timeline.

Dr. Mendez shared Epic's new browser (Hyperdrive) migration is rolling out across the enterprise. The first Go Live went very well, and is expected to be completed by mid-April 2023. Hyperdrive is a new web-

based client developed by Epic, it provides the tools for Epic to continue improving functionality within the System, and also simplifies the upgrades by decoupling from the environment. Dr. Katz asked if the current Epic pulls an older version of the Explorer that is currently being used. Mr. Lutz responded that it is the back end; the development tools that are used to present the interface. Hyperdrive will allow us to deploy quicker, the user will not experience significant change, but it will allow them to do a better and tighter integration and a smoother experience of what an end-user will see on a web-based type of application. Ms. Lowe asked if H+H ever "married" any epic / EHR elements with the labor / daily nursing staffing. Dr. Mendez responded, once we move into the advance scheduling system in UKG, there will be an opportunity to take advantage of that functionality in Epic.

Dr. Mendez moved on to present the Clinical Applications Updates. She kicked-off with an overview of NYC H+H Epic Community Connect which will support NYC DOHMH with our instance of Epic EHR. DOHMH transition from a variety of federated electronic health records to having 1 single instance of New York City Health and Hospitals Epic. By doing this there will be an extension of the ambulatory electronic health record as well as revenue cycle and reporting. DOHMH is implementing their own version of Cerner lab as well as the office of technology and innovations (OTI) will be providing network and hardware for DOHMH. In addition, several new interfacing will need to be built out for DOHMH regulatory reporting. Dr. Mendez shared a visual timeline, highlighting an October 2023 anticipated Go Live. Katherine Thayer, Chief Application Officer is leading this project.

Dr. Mendez then shared an update on the downtime web data entry. This new Epic feature provides the data of individual patients as they are moving throughout our System (admission, discharge or transfer (ADT)), in the event of a down-time. This gives the ability to keep up-to-date patient census information, and have the capability of understanding where the patient is. Previously this type of down-time patient tracking was done manually on paper. The roll-out of this feature has an anticipated completion date of May 2023.

Dr. Mendez shared the Epic fourth quarter 2022 and first quarter 2023 upgrades and Go Lives. Dr. Katz responded that he saw the impact of Epic Willow and how he can see the improvements based on how recently they have turned it on. Dr. Mendez highlighted that there is additional training for those who need additional support.

Dr. Mendez then introduced a new project for implement Nuvolo, a new bio medical device database (CMMI). This will sit on top of the ServiceNow platform. This software will allow the team to add all of the bio medical devices into the existing database, which is called Configuration Management Database (CMDB) and then connect those

together. EITS is partnering with the biomedical device vendor Crothall. Dr. Mendez highlighted some of the benefits of Nuvolo. This is projected to start phasing in in July 2023.

Dr. Mendez closed with the awards and accomplishments of the EITS team. Mr. Lutz highlighted that H+H is gold certified with Everbridge, which positions H+H in the top 6% of their customers. Everbridge helps during emergency management or any kind of crisis and supports communication across the System. Dr. Mendez highlighted the Project Management Office (PMO) as they were nominated for 2022 amazing employee of the year award and also highlighted the 10th Annual Nursing Informatics Council Virtual Conference was held in December 2022 and was a great success.

Mr. Peña-Mora had a couple follow-up questions. He asked if the data from the downtime web data entry will be locally encrypted. Dr. Mendez responded that that it is and it is still within the Epic system, Mr. Lutz added that it sits at the facilities within the H+H network. Dr. Mendez gave further details on how it works, highlighting that in the event the system goes down and staff are unable to go into Epic, across all facilities there is a business continuity access (BCA) printer where the information is backed up and retained for printing. This system is being refreshed every 30 minutes. In addition, the new downtime web data entry feature assists in tracking the movement of a patient during down time ultimately decreasing the reconciliation process at the end. Mr. Peña-Mora asked if the local repository located at the unit level, or at a facility level. Mr. Lutz, said the first (BCA printer) is local to every unit. The downtime web data entry requires staff to go to the webpage for them to continue to update the status of the patient. That then gets synced back into Epic once it comes back available. Dr. Mendez added that the caring of the patient is at the unit level, and the movement of the patient is at the facility level.

Ms. Lowe asked how does the system alert and block suspicious activity. Dr. Mendez responded there is a multi-layer defense mechanism for the H+H System. Before the human/staff intervention our technology supports the containment of whatever a potential nefarious agent is seeking access. Mr. Peña-Mora asked for an education session on the cyber security for the Board to go over the different levels of redundancy that H+H has. Dr. Mendez replied that EITS would be more than happy to do so.

Mr. Peña-Mora then asked how has Epic Wisdom implementation been going. Ms. Thayer responded that there was a similar approach as Epic Willow, there was a phased implementation. The first sites went live in July of 2022, and we were able to take lessons learned, work through them, and apply that for the next round of sites that went live in October 2022. There was an improvement on the workflows.

Mr. Peña-Mora thanked EITS for the work being done to keep H+H afloat.

Mr. Peña-Mora asked if there are any old business or new business to bring to the committee, hearing none, Mr. Peña-Mora then adjourned the meeting at 12:40 pm.

# RESOLUTION

> Authorizing New York City Health and Hospitals Corporation (the "**System**") to execute a contract with IVCi, LLC ("**IVCi**") for audio-visual design, installation and support services for a term of five years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $65,000,000.

**WHEREAS**, the System recognizes the role of audio-visual equipment in facilitating efficient communication, presentations and webcasts to its employees, business partners and the general public; and

**WHEREAS**, many of the System's conference rooms, auditoriums and training rooms contain outdated audio-visual equipment that is not compatible with current technology in use by the System; and

**WHEREAS**, updating the System's outdated audio-visual equipment will allow the System to share information more seamlessly with larger audiences and maximize the use of its conference rooms, auditoriums, and training rooms; and

**WHEREAS**, the System conducted an open, competitive RFP process under the supervision, and with the assistance of, Supply Chain, which consisted of a walkthrough of sample rooms at NYC Health + Hospitals/Harlem, followed by a pre-proposal conference attended by thirteen firms; and

**WHEREAS**, of the thirteen firms that attended the pre-proposal conference, five firms submitted proposals; and

**WHEREAS**, of the five proposals submitted, and based on demonstrations of functionalities of the services proposed, IVCi was given the highest ratings both for experience and qualifications; and

**WHEREAS**, the System's Senior Assistant Vice President and Chief Technology Officer will be responsible for the management of the agreement.

**NOW THEREFORE, be it**

**RESOLVED,** that the New York City Health and Hospitals Corporation be and hereby is authorized to execute a contract with IVCi, LLC. for audio-visual design, installation and support services for a term of five years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $65,000,000.

**EXECUTIVE SUMMARY**
**AUDIO/VISUAL DESIGN, INSTALLATION AND SUPPORT SERVICES CONTRACT**
**WITH IVCi, LLC**

**OVERVIEW:** The System recognizes the role of audio-visual equipment in facilitating efficient communication, presentations and webcasts to its employees, business partners and the general public. Many of the System's conference rooms, auditoriums and training rooms contain outdated audio-visual equipment that is not compatible with current technology in use by the System. The proposed contract will allow the System to share information more seamlessly with larger audiences, and maximize the use of its conference rooms, auditoriums, and training rooms.

**PROCUREMENT** The Request for Proposals for Audio/Visual Design, Installation and Support Services was released to the public on January 9, 2023 through the System's Supply Chain Services Unit, under the supervision of the Contract Review Committee. On January 30, 2023, the System hosted a walkthrough of sample rooms at NYC Health +Hospitals/Harlem to interested firms. Thirteen vendors attended a pre-proposal conference held on February 1, 2023, and of those firms, five submitted proposals and conducted virtual presentations to the Evaluation Committee. The initial round of scoring by the Evaluation Committee resulted in a 0.3 difference between IVCi and the second highest rated proposer. IVCi's rating was subsequently confirmed by the Evaluation Committee via hand vote consistent with OP 100-5, leading to the selection of IVCi to provide audio-visual design, installation and support services to the System.

**COSTS; TERMS:** The total not-to-exceed cost for the proposed contract over its full, potential seven-year term is not to exceed $65,000,000. Funding will come from the department wishing to utilize the contract and will be approved on a project by project basis.

**MWBE**: IVCi will subcontract to G-Squared Electric, LLC, an MWBE, a portion (22%) of its audio-visual design, installation and support services. IVCi will identify an MWBE vendor to subcontract with for the remaining portion (8%) of services. The result will be a 30% MWBE subcontracting goal.

# For Committee Consideration

➢ Authorizing New York City Health and Hospitals Corporation (the "System") to execute a contract with IVCi, LLC ("IVCi") for audio-visual design, installation and support services for a term of five years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $65,000,000.

# Background / Current State

➢ Purpose of the RFP was to enter into a seven year contract for the design, installation and support of all audio / visual needs for any locations requiring these services including but not limited to: conference rooms, training rooms, auditoriums, board rooms, and emergency management command centers.

➢ Many of our conference rooms, auditoriums and training rooms are not supported and have out of date equipment that does not support current technology (ex. Webex), which can cause for issues when hosting meetings at these locations, while also trying to share these meetings with a larger audience.

➢ New contract will allow NYC H+H to take a consolidate a two step process and save on cost of doing the design.

➢ Since 1995, IVCI, LLC has been delivering A/V services to various clients worldwide across multiple industries including: Elevance Health, White & Case LLP, WPP LPC, Pernod Ricard, Uber, and Environmental Protection Agency.

➢ Partners with various technology leaders including Cisco, Crestron, Poly, LG and Sharp

➢ IVCI, LLC has worked with NYC H+H for the past 10 years in the design, installation, and support of the audio / visual needs including Board Rooms, Conference Rooms, Training Centers, Conference Center, Emergency Management Command Centers, Simulation Centers at 50 Water, 55 Water, and at various facilities across the enterprise.

# RFP Criteria

- Minimum criteria:
  - Experience: 5 years in the design, fabrication, assembly, installation and support of audio visual systems
  - $5 million in annual revenue for the last three fiscal years
  - Technical Resources: personnel must have all certifications necessary to install the equipment including industry certifications and manufacturer certifications
  - MWBE Utilization Plan, Waiver, or MWBE Certification

- Evaluation Committee:
  - Director EITS Unified Communications
  - Senior Director Unified Communications
  - EITS Site Director Queens Hospital
  - CEO Jacobi / NCB
  - Senior Proj. Manager OFD
  - Senior Director EITS
  - Associate Executive Director Clinical Infosys
  - Senior AVP, Clinical Infosys

- Substantive Criteria
  - Experience           35%
  - Technical Proposal    30%
  - Cost                          25%
  - MWBE Utilization      10%

# Overview of Procurement

➢ 09/27/22: Application to issue request for proposals approved by CRC

➢ 01/09/23: RFP Posted on City Record, sent directly to 14 vendors

➢ 01/30/23: Walkthrough of Harlem hospital held to show the differing rooms

➢ 02/01/23: Pre-proposal conference held, 13 vendors attended

➢ 02/22/23: Proposals due, five proposals received

➢ 03/16/23: Evaluation committee debriefed and determined virtual presentations were needed

➢ 05/09/23 - 05/23/23: All five firms conducted virtual presentations to the evaluation committee

➢ 06/02/23: Evaluation committee debriefed and submitted final scores.

➢ 07/12/23: Evaluation committee did a hand vote and IVCI, LLC was the highest rated proposer

# **Vendor Diversity**

| MWBE Vendor | Subcontractor SOW | NYC/NYS | M/WBE | Ethnicity | Total % |
|---|---|---|---|---|---|
| G-Squared Electric, LLC | Labor | NYC/NYS | WBE | Non-Minority | 22% |
| Derive Technologies | Goods | NYC/NYS | MBE | ASIAN | 13% |
| **MWBE Goal to be applied** | | | | | **35%** |

| Department of Supply Chain | |
|---|---|
| **Vendor Performance Evaluation** | |
| **IVCI, LLC** | |
| | |
| **DESCRIPTION** | **ANSWER** |
| Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing? | **Yes** |
| Has the vendor met any/all of the minority, women and emerging business enterprise participation goals and/or Local Business enterprise requirements, to the extend applicable? | **Yes** |
| Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements? | **Yes** |
| Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable)? | **Yes** |
| Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors? | **Yes** |
| Did the vendor pay its suppliers and subcontractors, if any, promptly? | **Yes** |
| Did the vendor and its subcontractors perform the contract with the requisite technical skill and expertise? | **Yes** |
| Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work | **Yes** |
| Did the vendor adequately staff the contract? | **Yes** |
| Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition? | **Yes** |
| Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable? | **Yes** |
| Did the vendor adequately identify and promptly notify the agency of any issues or conditions that could affect the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems? | **Yes** |
| | |
| **Performance and Overall Quality Rating Satisfactory** | **Yes** |

# IT Committee Approval Request

➢ EITS is seeking approval to enter into contract with IVCI, LLC to provide all design, installation and support services for Audio/Visual (A/V) equipment and services at a not to exceed amount of $65 million

➢ The contract would start January 2024 for a term of five years, with two one-year renewal options.

➢ Termination for convenience exercisable at the discretion of NYC Health + Hospitals

**NYC HEALTH+ HOSPITALS**

| | |
|---|---|
| To: | Colicia Hercules<br>Chief of Staff, Office of the Chair |
| From: | Tiffany Reid-Perez<br>Associate Counsel    *TRP*<br>Office of Legal Affairs |
| Re: | Vendor Responsibility, EEO and MWBE status for Board review of contract |
| Vendor: | IVCi, LLC |
| Date: | August 10, 2023 |

The below chart indicates the vendor's status as to vendor responsibility, EEO and MWBE:

| **Vendor Responsibility** | **EEO** | **MWBE** |
|---|---|---|
| Approved | Approved | 30% Utilization Plan |

The above status is consistent and appropriate with the applicable laws, regulations, and operating procedures to allow the Board of Directors to approve this contract.

**RESOLUTION**

Authorizing New York City Health and Hospitals Corporation (the "**System**") to extend its current contract with Optum, Inc. ("**Optum**") for an additional 12-month term for an amount not to exceed $5,862,541.

**WHEREAS**, an electronic data interchange (EDI) healthcare clearinghouse processes or facilitates the processing of health information received in a nonstandard format, or containing nonstandard data content, into HIPAA-standard data elements; and

**WHEREAS**, EDI clearinghouse services save organizational costs by minimizing the individual rules that the organization must maintain, enhancing information security, minimizing the number of individual connections that the organization must maintain, maximizing the electronic transmission of data, and ultimately increasing speed to payment; and

**WHEREAS**, Optum is the incumbent vendor for EDI clearinghouse services; and

**WHEREAS**, the contract with Optum expires in October 2023 and will require a 12-month extension with a not to exceed amount of $5,862,541 to allow time for the transition to a newly procured clearinghouse provider; and

**WHEREAS**, the System's Chief Revenue Officer will be responsible for the management of the agreement.

**NOW THEREFORE, be it**

**RESOLVED,** that the New York City Health and Hospitals Corporation be and hereby is authorized to extend its contract with Optum, Inc. for EDI clearinghouse services for a term of 12 months, for an amount not to exceed $5,862,541

**EXECUTIVE SUMMARY**
**EDI CLEARINGHOUSE SERVICES CONTRACT**
**WITH OPTUM, INC.**

**OVERVIEW:**   An electronic data (EDI) healthcare clearinghouse processes or facilitates the processing of health information received in a nonstandard format, or containing nonstandard data content, into HIPAA-standard data elements. EDI clearinghouse services save organizational costs by minimizing the individual rules that the organization must maintain, enhancing information security, minimizing the number of individual connections that the organization must maintain, maximizing the electronic transmission of data, and ultimately increasing the speed of payment.

**PROCUREMENT**   Optum was procured by the System's Supply Chain Services Unit, through a Best Interest Contract at the time of the System's Epic implementation.

**COSTS:**   The total not-to-exceed cost for the proposed 12-month contract extension with Optum is $5,862,541.

**MWBE**:   This contract has been exempted from the MWBE program as there are no scopes of work that are being subcontracted for the exclusive benefit of the System.

# For Committee Consideration

➢ Authorizing New York City Health and Hospitals Corporation (the "System") to extend its current contract with Optum, Inc. ("Optum") for an additional 12-month term for an amount not to exceed $5,862,541

# Background

➤ Currently Optum provides clearinghouse services to New York City Health + Hospitals through a variety of their product offerings: *Clearance, Assurance, Coverage Insight* and others

  ➤ The Optum contract was awarded through a Best Interest Contract during Epic implementation

  ➤ The current contract is expiring in October 2023

  ➤ A 12 month extension is requested to October of 2024

  ➤ The new clearinghouse vendor is anticipated to start in July of 2024

  ➤ An overlapping period is needed to account for unexpected delays

  ➤ NYC Health + Hospitals' revenue cycle requires a clearinghouse to maintain the continuity of its operations

# EITS Committee Request

➢Revenue Cycle Services is seeking to:

   Extend the current contract with Optum by 12 months at a not to exceed amount of $5,862,541 to allow time for vendor implementation with the newly selected clearinghouse

To:        Colicia Hercules
              Chief of Staff, Office of the Chair

From:      Tiffany Reid-Perez
              Associate Counsel
              Office of Legal Affairs

Re:         Vendor Responsibility, EEO and MWBE status for Board review of contract

Vendor:    Optum, Inc.

Date:      September 7, 2023

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The below chart indicates the vendor's status as to vendor responsibility, EEO and MWBE:

| **Vendor Responsibility** | **EEO** | **MWBE** |
|---|---|---|
| Approved | Approved | Exempt |

The above status is consistent and appropriate with the applicable laws, regulations, and operating procedures to allow the Board of Directors to approve this contract.

# RESOLUTION

Authorizing New York City Health and Hospitals Corporation (the "**System**") to execute a contract with Experian, Inc. ("**Experian**") for EDI clearinghouse services for a term of three years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $25,000,000.

**WHEREAS**, an electronic data interchange (EDI) healthcare clearinghouse processes or facilitates the processing of health information received in a nonstandard format, or containing nonstandard data content, into HIPAA-standard data elements; and

**WHEREAS**, EDI clearinghouse services save organizational costs by minimizing the individual rules that the organization must maintain, enhancing information security, minimizing the number of individual connections that the organization must maintain, maximizing the electronic transmission of data, and ultimately increasing speed to payment; and

**WHEREAS**, the System conducted an open, competitive RFP process under the supervision, and with the assistance of, Supply Chain and had seven firms attend a pre-proposal conference of which seven submitted proposals; and

**WHEREAS**, the Evaluation Committed conducted an initial round of scoring; and

**WHEREAS**, of the seven firms that submitted proposals, four were shortlisted and invited to present their proposals to the Evaluation Committee; and

**WHEREAS**, of the four shortlisted firms, and based on demonstrations of functionalities of the services proposed, Experian was given the highest ratings for needs fulfillment and quality; and

**WHEREAS**, the System's Chief Revenue Officer will be responsible for the management of the agreement.

**NOW THEREFORE, be it**

**RESOLVED,** that the New York City Health and Hospitals Corporation be and hereby is authorized to execute a contract with Experian, Inc. for EDI clearinghouse services for a term of three years with two one-year renewal options exercisable only by the System, for an amount not to exceed $25,000,000

**EXECUTIVE SUMMARY**
**EDI CLEARINGHOUSE SERVICES CONTRACT**
**WITH EXPERIAN, INC.**

**OVERVIEW:**     An electronic data (EDI) healthcare clearinghouse processes or facilitates the processing of health information received in a nonstandard format, or containing nonstandard data content, into HIPAA-standard data elements. EDI clearinghouse services save organizational costs by minimizing the individual rules that the organization must maintain, enhancing information security, minimizing the number of individual connections that the organization must maintain, maximizing the electronic transmission of data, and ultimately increasing the speed of payment.

**PROCUREMENT**     The Request for Proposals for an EDI Clearinghouse Vendor was released to the public on November 16, 2022 through the System's Supply Chain Services Unit, under the supervision of the Contract Review Committee, leading to the selection of Experian to provide EDI Clearinghouse services to the System.

**COSTS:**     The total not-to-exceed cost for the proposed contract over its full, potential five-year term is 25,000,000.

**MWBE**:     This contract has been exempted from the MWBE program as there are no scopes of work that are being subcontracted for the exclusive benefit of the System.

**Experian**
**Electronic Data Interchange (EDI)**
**Clearinghouse Procurement**

**EITS Committee**
**September 11, 2023**

**Marji Karlin, Chief Revenue Officer**
**Florencio Basquez, Associate Director**
**Revenue Cycle Services**

# For Committee Consideration

➢ Authorizing New York City Health and Hospitals Corporation (the "System") to execute a contract with Experian, Inc. ("Experian") for EDI clearinghouse services for a term of three years with two 1-year renewal options exercisable only by the System, for an amount not to exceed $25,000,000.

# Background

➢ According to HIPAA Administrative Simplification Regulations a healthcare clearinghouse processes or facilitates the processing of health information received in a nonstandard format or containing nonstandard data content into standard data HIPAA elements.

➢ A clearinghouse can be viewed as the "middleman" between a healthcare provider and a health plan, facilitating the exchange of electronic data

➢ An effective clearinghouse provides:
  ➢ Specific payer rules and checks (scrubs) claims for errors against those rules
  ➢ HIPAA compliant data sets and standards for eligibility checking, claims, claim inquiry, authorizations and remittances
  ➢ Electronic connections with various payers for all of those transactions
  ➢ Related services – address verification, payment propensity scoring

➢ Clearinghouse services save organizational costs by minimizing the individual rules that the organization must maintain, enhancing information security, minimizing number of individual connections that the organization must maintain, maximizing electronic transmission, and ultimately increasing speed to payment

# Background

- Currently, Optum provides clearinghouse services to New York City Health + Hospitals through a variety of their product offerings: *Clearance, Assurance, Coverage Insight* and others
  - The Optum contract was awarded through a Best Interest Contract during Epic implementation
  - H+H awarded the contract to Change Healthcare in 2018
  - In October of 2022, Change Healthcare was purchased by Optum a subsidiary of UnitedHealth
  - The current contract expires in October 2023
    - This is a 5 year, $29M contract with Optum
    - Costs for these services include monthly and per transaction fees

# RFP Criteria

- Minimum criteria:
  - 5 years in business
  - New York State Medicaid experience
  - Epic Integration/Experience with similarly sized provider networks
  - Annual Revenue in excess of $25,000,000

- Substantive Criteria
  - 30% Needs Fulfillment
  - 25% Cost
  - 25% Quality of Services/Products Offered
  - 20% Reputation and References

- Evaluation Committee:
  - Chief Revenue Officer
  - AVP, Patient Accounts
  - Asst. Director, EITS, Claims
  - AVP Learning & Development
  - Assoc. Director, RCS
  - Senior Director RCS
  - CFO, Woodhull
  - Patient Account Director, Metropolitan
  - Asst. Director, EITS, Patient Access
  - Director Patient Access

# Overview of Procurement

➢ 11/16/22: RFP posted on City Record, sent directly to eight vendors

➢ 12/06/22: Pre-Proposal conference held, seven vendors attended

➢ 01/13/23: Proposal deadline, seven proposals received

➢ 05/24/23: Evaluation committee submitted first round of scores. Four firms were shortlisted across two scopes of work

➢ 06/08/23-06/14/23: Shortlisted firms conducted vendor presentations

➢ 08/23/23: Reference checks completed and final pricing / scoring submitted; Experian vendor was the highest rated proposer

# Experian Background

➢ Experian is our current vendor for merchant services, they provide credit card terminals and the connection for processing credit card transactions between NYC Health + Hospitals and the bank. Performance here is strong.

➢ Experian has provided services to over 60% of the hospitals in the US for revenue cycle management, identity management, patient engagement, and care management solutions

➢ Experian's strength comes from the heritage of their legacy healthcare companies, using deep data and analytics to help clients improve in today's value-based environment

➢ To support over 240 Epic clients, Experian has hired former Epic employees and dedicates multiple resources to ensure that its products complement Epic and automate client workflows. These specialized individuals focus on Epic integration.

➢ Reference checks completed and successful

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# Vendor Diversity Due Diligence

➤ The Vendor Diversity team performed an availability and capacity analysis by identifying each potential scope of work available for subcontracting under this solicitation and researching the MWBE directories for each such scope of work.

➤ Only one MWBE was identified that could perform a subset of a scope of work. Accordingly, there was insufficient availability and capacity to set a Vendor Diversity Component Percentage on this RFP.

➤ As part of ongoing due diligence, the vendor diversity team had extensive conversations with the top three scoring vendors to ensure no scope of work for subcontracting was missed.

➤ Scopes of work were reviewed, and none of the vendors plan to subcontract out any portion of the scope of work related to this solicitation. However, all were open to using diverse vendors should any subcontracting opportunity arise during the term of the contract.

➤ Each phase of the project is expected to be in short, discrete phases which will be fully self-performed by in house employee teams.

➤ Additionally, the vendor shared their internal DEI programs and policies. Experian in particular has a robust national supplier diversity program and works extensively with national certification entities such as NMSDC and WBENC.

# EITS Committee Request

➢ Revenue Cycle Services is seeking to award a contract to Experian to:

Provide full EDI Clearinghouse services at a not to exceed amount of $25,000,000 and;

➢ Requested contract terms: three years with two one-year renewal options at the discretion of NYC Health + Hospitals

➢ Anticipated start date of July 1, 2024

**NYC HEALTH+HOSPITALS**

| | |
|---|---|
| To: | Colicia Hercules<br>Chief of Staff, Office of the Chair |
| From: | Tiffany Reid-Perez<br>Associate Counsel<br>Office of Legal Affairs |
| Re: | Vendor Responsibility, EEO and MWBE status for Board review of contract |
| Vendor: | Experian, Inc. |
| Date: | August 28, 2023 |

The below chart indicates the vendor's status as to vendor responsibility, EEO and MWBE:

| **Vendor Responsibility** | **EEO** | **MWBE** |
|---|---|---|
| Pending | Pending | Exempt |

The above status is consistent and appropriate with the applicable laws, regulations, and operating procedures to allow the Board of Directors to approve this contract.

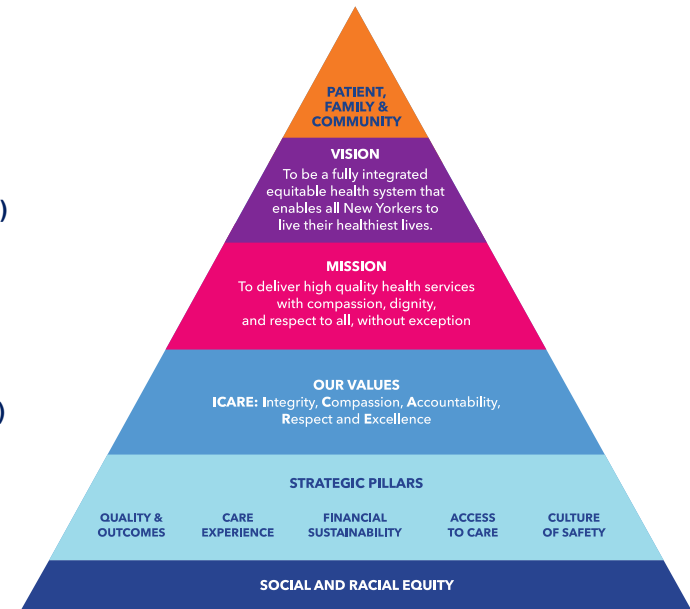# Enterprise Information Technology Services September 11th, 2023 Update

Kim Keziah Mendez, Senior Vice President- Corporate Chief Information Officer

# EITS Update Agenda

- Introductions
- EITS Targeted September 2023 Updates
  - EITS Supplemental Staff Services Update
  - Data Center Migration Initiative Update
  - Clinical Informatics/ Applications CY 23 Highlights
  - KLAS Survey
  - Q + A

# NYC H + H Information Technology FY 2024 Goals

- **EITS Infrastructure Enhancement (Financial Sustainability/ Quality & Outcomes)**
  - Go Live of Cyrus One Data Center CY 2023
  - Facility & Data Center Network Refresh
  - Enhanced telecommunication experience & device tracking
  - Enhanced Downtime & Business Continuity Access (BCA)
- **EITS Clinical Information Services Enhancement( Quality & Outcomes/ Access to Care)**
  - CQI of Clinical Applications & Integration
  - Enhanced Bio- Medical Device Management
- **Accelerated Digital Transformation ( Quality & Outcomes/ Access to Care)**
  - Telehealth Expansion & Enhancement
  - CQI & Optimization of Patient Portal
- **Epic EHR Effective Use (Care Experience/ Quality & Outcomes / Social & Racial Equity)**
  - DOHMH – Epic Community Connect Go Live in CY 2024
  - Expansion & enhanced utilization of Epic EHR
- **EITS CQI (Quality & Outcomes)**
  - Implement Service Now Platform Enhanced Management & Roadmap
  - Security & Risk Assessment / Management
  - EITS Governance ( ERP, HIT, COEI)
  - Application Learning Team Optimization
  - EITS Operational Enhancements: Position Management, On-Off Boarding, Budget Control
  - Enhanced EITS Customer Experience

**PATIENT, FAMILY & COMMUNITY**

**VISION**
To be a fully integrated equitable health system that enables all New Yorkers to live their healthiest lives.

**MISSION**
To deliver high quality health services with compassion, dignity, and respect to all, without exception

**OUR VALUES**
ICARE: Integrity, Compassion, Accountability, Respect and Excellence

**STRATEGIC PILLARS**

| QUALITY & OUTCOMES | CARE EXPERIENCE | FINANCIAL SUSTAINABILITY | ACCESS TO CARE | CULTURE OF SAFETY |

**SOCIAL AND RACIAL EQUITY**

# IT Supplemental Staffing Services

# Requirements Contract Update

# Background / Current State

➢ NYC Health + Hospitals EITS leverages supplemental staffing to support special projects, temporary coverage, and expertise in hard to find areas.

➢ In 2021, NYC Health + Hospitals' EITS conducted an RFP to identify vendors that will provide competitive pricing and have the expertise in providing well-performing supplemental staff with the requisite technical skill and expertise in healthcare information systems.

➢ After approval from the Board in 2022, EITS entered into a three year contract (with two one-year renewal options) with 14 vendors as part of the requirements contract pool (Term: July 1st 2023 to June 30th 2027)

➢ These contracts allow NYC Health + Hospitals to achieve flexibility to quickly align with changing technologies and respond to new business needs in a cost effective manner

- Vendors will provide as-needed labor for a wide array of technology expertise needs

- Payment will be based on actual services performed pursuant to a work order (SOW)

- There is no requirement of a minimum payment to the vendors if we do not use the contracts

# Management Tools

➢ ServiceNow Platform

- NYC Health + Hospitals EITS implemented ServiceNow modules to automate/streamline the end-to-end workflow for supplemental staff. There are 3 phases -

  ▪ Solicitation

  ▪ Hiring

  ▪ On-boarding

- All departments (EITS Finance, HRSS, OHS etc.) are part of the ServiceNow workflow

➢ Business Process Highlights

- Vendors can submit up to 5 candidates per solicitation
- Managers must interview at least 3 different vendor candidates

# EITS Supplemental Staff Spend

For the period July 1, 2022 to June 30, 2023

| Total Payments | $50,035,222 |
|---|---|

| | |
|---|---|
| Tier 1 MWBE Payments | $19,313,156 |
| Tier 2 MWBE Payments | $5,189,305 |
| Total MWBE Payments | $24,502,461 |
| Total MWBE Utilization % | 49.0% |

➢ EITS and the Vendor Diversity Team work closely to support compliance with each vendor's M/WBE Goals. For FY23 we have achieved a total MWBE Utilization of 49.0%
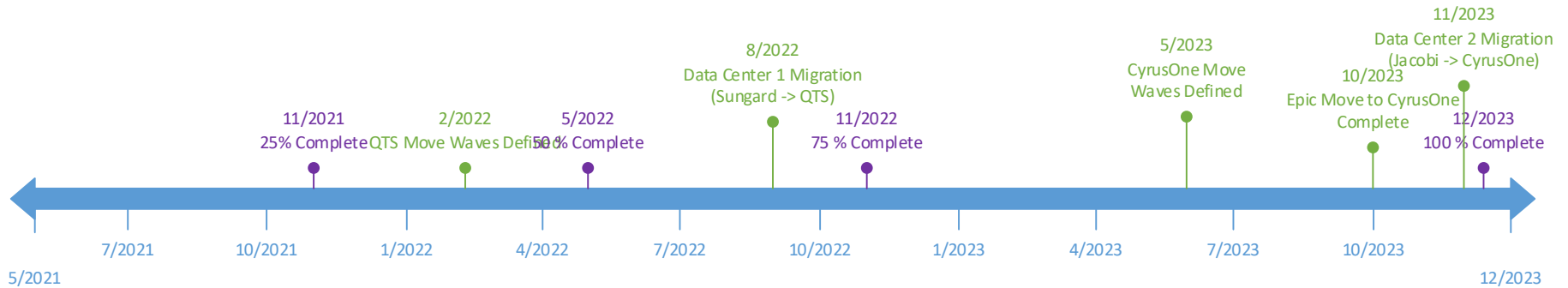
# Data Center Migration September 2023
## (Financial Sustainability & Quality)

- Enterprise Data Center Migration : Project Timeline 5/2021-12/2023
  - Project delayed from original completion of 5/2023
    - Core Network Equipment Delays: for the data center preventing final connectivity between the data centers and the application servers and storage
    - Installation Delays: Required Connecticut inspections and vendor processing caused unanticipated delays in power to be provided to the equipment and cabling
    - Wide Area Network Connectivity Delays: Vendors encountered hardware and installation delays of new WAN, decision in May to delay implementation of new WAN, though providers still needed 30 days to establish full connectivity for CyrusOne to the existing WAN
  - Lessons Learned
    - With two back to back implementations, take the time to review the timeline and ensure that the timeline can be met.
    - Highlight lessons learned from the previous implementation and apply those lessons appropriately
    - Highlight and maintain inclusion and touch points with vendor/partners in project planning and timelines
      - Identify the key vendors that affect the critical path, ensure their compliance to the timeline and understanding of their risks
      - Communicate and reinforce timelines and budget expectations and make decisions sooner or with enough lead time to not affect critical path
    - Identify and avoid overreach - keep aligned to the original scope and manage impact of scope creep
    - Identify the impact of small delay in one area has on dependent areas of the project

# Data Center Migration September 2023
## (Financial Sustainability & Quality)

- Enterprise Data Center Migration : Current Status
- Sungard to QTS transition completed Sept. 2022
- Cyrus One is at 92% completion
  - Infrastructure build complete August 1, including Wide Area Network, Security, Storage and Servers
  - First Move Wave of 15 was completed on August 15 with final to be the Internet facing applications in November. November timeline for Internet facing applications vendor dependent to ensure full redundancy and security for CyrusOne environment.
  - Epic will be in place in CyrusOne at the end of September, with production still running out of QTS. Planned swing of Epic Production being planned in alignment with other updates and planned downtime.

# Data Center Migration Updated Timeline



11/2021
25% Complete

2/2022
QTS Move Waves Defined

5/2022
50 % Complete

8/2022
Data Center 1 Migration
(Sungard -> QTS)

11/2022
75 % Complete

5/2023
CyrusOne Move
Waves Defined

10/2023
Epic Move to CyrusOne
Complete

11/2023
Data Center 2 Migration
(Jacobi -> CyrusOne)

12/2023
100 % Complete

5/2021

7/2021   10/2021   1/2022   4/2022   7/2022   10/2022   1/2023   4/2023   7/2023   10/2023

12/2023

Discovery, Planning, and Design
5/1/2021 - 4/1/2022

QTS Build and Migration
7/1/2021 - 8/30/2022

CyrusOne Build and Migration
7/1/2022 - 12/31/2023

# Clinical Informatics & Applications Updates
## (Care Experience/ Quality & Outcomes / Social & Racial Equity)

- ## CY 2023 CIS Upgrades / Go-Lives
  - BioMed Device Database (Nuvolo)- Phase I kick-off
  - Muse EKG Implementation
  - Medication electronic prior authorization (Center-X)

- ## CY 2023 Epic Upgrades/ Go-Lives
  - Epic Hyperdrive – Enterprise 4/18/2023
  - Push Notification & Results Acknowledgement – 5/17/2023
  - Business Continuity Access Web Data Entry (BCA WDE) – 5/17/2023
  - Q3 2023 Epic Upgrade
  - Epic Transfer Center kick-off
  - Rebab Module

# MyChart Messages

## In Basket Messages Received per Day

**15** IB msgs   ✔ Top 25%
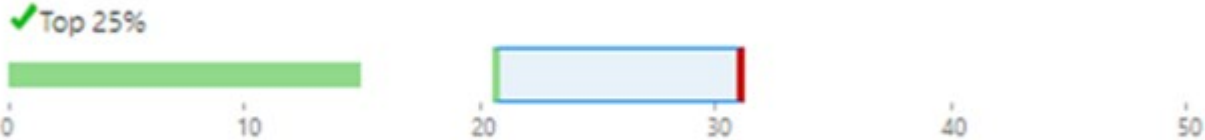
|  | Sep 22 | Oct 22 | Nov 22 | Dec 22 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MyChart Message Handling | 65.6 % | 65.5 % | 64.7 % | 66.3 % | 68.9 % | 70.8 % | 72.3 % | 71.0 % | 72.3 % | 72.5 % | 74.7 % | 74.1 % |

## Faster Appointments

Over half of departments now using Fast Pass
3,175 Appointments Updated in last 6 months
26 Days Saved on Average

# KLAS Survey

## What Is the Arch Collaborative?

The Arch Collaborative is a provider-led effort to unlock the potential of EHRs in revolutionizing patient care. Through standardized surveys and benchmarking, healthcare organizations collaborate to uncover best practices and move the needle in healthcare IT. Currently, the Arch Collaborative is using measurement data to improve the EHR experience through training, personalized user experience, and shared ownership.

### Measurement and Benchmarking

- 264 provider organizations measuring to date
- Over 280,000 clinicians participating
- 9 Countries
- 35 Questions, 10 Minutes

### Collaboration

- 100+ case studies of high-performing organizations
- Best practice reports
- Webinars
- Yearly Summits
- Quality and satisfaction benchmarking

**Net EHR Experience Score**
All respondents

NYC Health + Hospitals 23
**59.7** (n=1,841)

-100.0                                    0.0                                    100.0
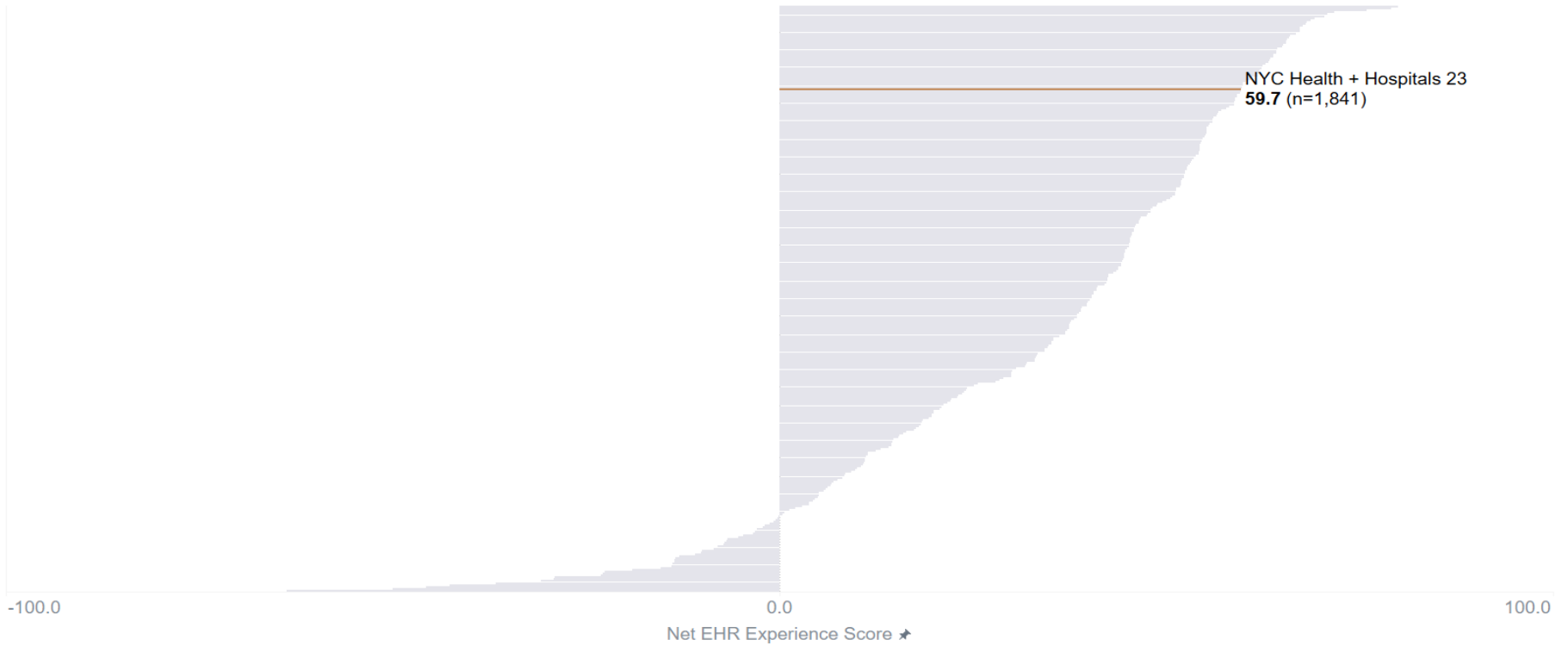
Net EHR Experience Score ✦

| | Current Score | Rank: Collaborative | Rank: EHR | Rank: Similar Organizations |
|---|---|---|---|---|
| Net EHR Experience Score | **59.7** (n=1,841) | 86th Percentile | 77th Percentile | 80th Percentile |

Net EHR Experience Score—by Clinical Background Benchmarked
All respondents (n>5)

Legend: NYC Health + Hospitals 23; Overall Collaborative

| Clinical Background | Overall Collaborative | NYC Health + Hospitals 23 |
|---|---|---|
| Nurses only | 46.1 (n=87,442) | 71.2 (n=769) |
| Advanced practice providers only | 47.3 (n=19,100) | 66.6 (n=74) |
| Other | 47.0 (n=28,619) | 57.7 (n=324) |
| Allied health professionals only | 40.3 (n=29,740) | 52.0 (n=268) |
| Physicians only | 23.7 (n=58,652) | 43.2 (n=406) |

X-axis: -100.0, 0.0, 100.0

# Thank You!