

North Broward Hospital District Board of Commissioners  
1700 Northwest 49<sup>th</sup> Street, Suite #150, Ft. Lauderdale, FL 33309

**INFORMATION TECHNOLOGY (“IT”) WORKSHOP  
Immediately following the Finance Committee Meeting  
Wednesday, July 20, 2022**

The IT Workshop of the North Broward Hospital District was held at the Broward Health Corporate Spectrum Location, 1700 NW 49<sup>th</sup> Street, Suite 150, Fort Lauderdale, Florida 33309.

The purpose of this IT Workshop is to discuss and receive information on the ORACLE Cerner (“Cerner”) and Epic Systems (“Epic”) Electronic Health Record (EHR).

\*Due to time restraints, it was decided that the Information Technology Workshop would follow the Finance Committee Meeting versus the originally scheduled Governance Committee Meeting.

**1. NOTICE**

Notice and Agenda, titled EXHIBIT I and EXHIBIT II, are attached to the official meeting book archived at the Board of Commissioners’ Office. Supporting documents, if applicable, are attached to these minutes, titled EXHIBIT III. Exhibits are presented for consideration of the Board.

**2. CALL TO ORDER**

There being a quorum present, the meeting was called to order by Chair Stacy L. Angier at 12:42 p.m.

**3. ROLL CALL**

Chair Angier stated for the record and in light of the meeting being an IT Workshop, there would be no motions called and roll call would not be necessary.

**4. PUBLIC COMMENTS**

Chair Angier opened the floor for public comments, in which there were none.

**5. TOPIC OF DISCUSSION**

5.1. Epic / Cerner Analysis (Presenter - Lydon Neumann, CFCHE, Vice President, Impact Advisors)

Mr. Neumann, advised that as a follow-up to previous discussions, this presentation mainly focused on refining the cost models for two of the four EHR options, being option #2: Oracle Cerner Clinical Uplift & Enhance + RevElate Revenue Cycle System Replacement; and, option #4: Epic Symphony supported by the Memorial Healthcare System.

Mr. Neumann gave further detail to said options, as categorized below:

- **Project Overview & Update**
- Options Review:
  1. Oracle Cerner Clinical Steady State + RevElate Revenue Cycle System Replacement
  2. Oracle Cerner Clinical Uplift & Enhance + RevElate Revenue Cycle System Replacement
  3. Epic Direct
  4. Epic Symphony supported by Memorial Healthcare System
- Next Steps
- **Project Overview**
  - Noted Driving Factors for Change of EHR Platform
    - Cerner is not contracting Invision Revenue Cycle beyond 2025
    - Modernize EHR for improved care for patients and families across the full continuum of care
    - Eliminate disparate ambulatory EHRs
    - Improve Patient Experience
    - Reduce Readmissions
    - Improve Revenue Cycle
    - Increase Interoperability and Coordination of Care
    - Integrate population health capabilities to better manage health of Broward County
- Scenarios Considered:
  - Total Cost of Ownership\* (TCO) - High-level cost projections on the following four (4) options:
    1. Oracle Cerner Clinicals Steady State + Implement new Cerner RevElate Revenue Cycle System
    2. Oracle Cerner Clinicals Uplift & Enhance + Implement new Cerner RevElate Revenue Cycle System
    3. Epic Direct
    4. Epic Symphony supported by Memorial Healthcare

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- **High Level Option Comparison**

- Updated Cost model

|                                    | Cerner Clinical Steady State + RevElate | Cerner Clinical Uplift + RevElate                    | Epic Direct  | Epic Symphony with Memorial                       |
|------------------------------------|---|--|--|---|
| ○ Time Frame                       | 15 months                               | 18+ months   | 18 Months  | 15-18 months                                      |
| ○ One-Time Costs                   | \$23.5M                                 | \$101.6M   | \$196.9M   | 174.9M  |
| ○ 10 Year Total IT Costs           | \$421.0M                                | \$408.4M   | \$546.4M   | \$454.8M  |
| ○ Disruption - Revenue Cycle Users | High                                    | High   | High   | High  |
| ○ Disruption - Clinical Users      | Low                                     | Medium   | High   | High  |
| ○ Adoption Requirements            | 30%                                     | 80%  | 90%  | 95%   |
| Major Risks                        | RevElate new/unproven platform          | RevElate new/unproven platform<br>Larger IT staffing | Clinical Adoption<br>Larger IT staffing<br>Invision June 2025 Deadline | Clinical Adoption<br>Cooperation between BH & MHS |

Mr. Ted Reynolds, Vice President, Impact Advisors, confirmed that within the 10-year total IT Costs there were two hardware refresh costs included in year two and year seven. This included, but was not limited to, workstations, printers, etc.

- Organizational Impact and Dependence
- High Level Implementation Timelines:
  - Option #2: Cerner Clinical Uplift / Expand + Revelate Revenue Cycle System Replacement  
High-Level TimeLine – 18 Months (Beginning January 2023)
  - Option #4: Epic Symphony between Broward & Memorial Implementation timeline - 15 Months (Beginning January 2023)
- Broward Survey Results of the EHR System Overview conducted on both the Oracle Cerner EHR product, demonstrated on 7/12/22 and, the EPIC EHR product, demonstrated on 7/14/22. Example: “*What did you like about each vendor product presentation?*”
- Frequent comments about each Vendor’s Product Overview

Chair Angier stated that rather than being presented with “generalized comments”, she requested that the comments be shared in greater detail and specifically from the clinicians that attended the respective EHR demonstrations. Mr. Jeff Sturman, MHS Senior Vice President and Chief Digital Officer, confirmed that individual comments would be provided to the Commissioners.

# MINUTES

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- Opportunity and Need for Value Creation (i.e., establishing goal outcomes, Key Performance Indicators, etc.)

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Commissioner Berry shared that he would like to discuss the benefits of *shared financial risk* with the EHR options and would like to discuss further at a future meeting, possibly in August 2022.

- Benefits Identification & Realization model - Opportunity for improving “Technology Enabled” Outcomes

Discussion ensued and it was requested that a further drill down include the following:

- breakdown of the 10-year costs into annual costs excluding the initial setup charge;
- specific IT staffing requirements and costs;
- shared financial risks if option #4 was selected with MHS support; and
- final decision timeline to launch selected EHR.

It was further requested that the District’s legal department provide the best process, timeframe, and any implications in moving forward with an EHR selection.

## - **Next Steps**

- Identify preferred Option, Approach, and Kickoff / Timeline
- Estimate and commit to Benefit ranges
  - Clinical improvements
  - Better care coordination
  - Operational improvements
  - Patient engagement with more self-service tools
  - Combined staffing
- Establish Project and On-going Support Governance
- Determine and commit to the level of sponsorship, change management, business transformation, and benefits realization required:
  - To achieve projected benefits for Broward Health’s providers, users, and Broward County patients and residents

For further detail, related slides are available within the July 2022 Information Technology (“IT”) Workshop Meeting book on the Board of Commissioners’ webpage.

## **6. ADJOURNMENT**

There being no further business on the agenda, the Chair adjourned the meeting at 1:38 p.m.

Respectfully submitted,  
Commissioner Paul C. Tanner, Secretary/Treasurer