



Tampa General Hospital

**PROVIDING PROJECT LEADERSHIP FOR A
SUCCESSFUL EPIC IMPLEMENTATION**



CASE STUDY

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Tampa General Hospital

As one of the largest hospitals in Florida, Tampa General is licensed for 1,018 beds, and with approximately 6,600 employees, is one of the region's largest employers.

CUSTOMER PROFILE

Tampa General Hospital (TGH) is a comprehensive medical facility in West Central Florida serving a dozen counties with a population in excess of 4 million. As one of the largest hospitals in Florida, Tampa General is licensed for 1,018 beds, and with approximately 6,600 employees, is one of the region's largest employers.

TGH is the area's only Level I Trauma Center and one of four Burn centers in Florida. The hospital is home to one of the leading organ transplant centers in the country and is a state-certified comprehensive stroke center. Its 32-bed Neuroscience Intensive Care Unit is the largest on the west coast of Florida.

SITUATION ANALYSIS

Tampa General needed a project director for its enterprise-wide Epic implementation, and in early 2010 it contacted Leidos Health (formerly Vitalize Consulting Solutions (VCS)) to source a candidate for



Tampa General also includes cardiovascular, orthopedics, high-risk and normal obstetrics, urology, ENT, endocrinology and the Children's Medical Center.

this role. In particular, the CIO needed to organize a project team and ready the organization for its first kickoff and design sessions. The timing was especially important, because Tampa General was defining multiple performance improvement objectives concurrent with its Epic implementation; these performance improvement teams were integral to the EHR project.

CUSTOMER CHALLENGE

Tampa General faced a twofold challenge:

- ▶ It needed a qualified interim leader for its Epic implementation.
- ▶ Performance improvement objectives needed to be considered and incorporated into the Epic system design.

Tampa General's Epic implementation was enterprise wide, including its ambulatory and rehabilitation clinics, as well as 15 radiology locations. There were a dozen process improvement teams operating as part of the Epic implementation project. It was organizationally important that these process improvement objectives were clear to ensure they correctly informed the Epic system design.

Additionally, Tampa General's culture of inclusion precipitated the need for an especially well-structured change management component within the Epic project, ensuring that the change management activities would be supported throughout Tampa General.

OUTCOME AND RESULTS

Leidos Health provided an interim project director reporting to the CIO, overseeing all Epic application project teams and the IT Project Management Office.

“Our work at Tampa General went beyond helping the hospital with its software implementation. Our real focus was ensuring that process improvements informed the EHR program and supported the hospital’s clinical and business priorities. This gained buy-in from Tampa General leadership, which was critical for a successful, on-time implementation that fit the hospital’s strategy and culture.”

— **JEREMY PIEROTTI**, Chief Information Officer, Leidos Health

Responsibilities included the following:

- ▶ Managed the executive-level project steering committee
- ▶ Developed an integrated change management approach that complemented training activities
- ▶ Created the project governance structure, including relationships between the Epic Executive Steering Committee, Physician Advisory Group and operations and training committees
- ▶ Integrated process improvement team activities into Epic’s Flight Plan methodology, system design and build process, ensuring focus on key organizational priorities
- ▶ Successfully completed the design phase on schedule to begin build and unit testing
- ▶ Assisted in recruitment, selection and hiring of the on-staff Epic program director, who was hired and placed within 10 months from Leidos Health’s engagement

Leidos Health managed the ambulatory EMR team for a year through the first clinic implementation, including a smooth go-live at the first ambulatory clinic.

A successful Epic training program was essential to gaining adoption across the organization. Leidos Health managed the training program for the duration of the project. The planning and delivery of Epic training was key to the overall success of the project.

Leidos Health provided an interim Radiant team lead, whose contributions included the following:

- ▶ Guided 15 imaging departments through Epic Radiant implementation



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- ▶ Led Radiant departments through the Epic validation and reengineering process
- ▶ Successfully transitioned responsibilities to an on-staff team lead

Leidos Health support for the Tampa General Epic implementation contributed to a successful, on-time Epic implementation that was informed by the organization’s process improvement objectives. By carefully working within the culture of the organization, the final outcome included:

- ▶ Wide adoption from the physician population
- ▶ Successful training that led to a smooth implementation and transition
- ▶ System design that supported process improvements
- ▶ Successful leadership transition to in-house employees

ABOUT LEIDOS HEALTH

Leidos Health helps healthcare organizations achieve their goals of meeting regulatory requirements, improving quality of care, reducing costs and enhancing the patient experience. Our services include implementation and optimization of EHRs, along with solutions for critical initiatives such as IT strategy, revenue cycle, clinical optimization, Meaningful Use, ICD-10, and cybersecurity.

For more information, visit leidoshealth.com.

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