ROSWELL PARK CANCER INSTITUTE CORPORATION
IT Oversight Committee Meeting

A Meeting of the IT Oversight Committee of Roswell Park Cancer Institute Corporation was held on Friday, March 15, 2019 at 3:00 p.m. in the Scott Bieler Clinical Science Center, 9th Floor, Patrick P. Lee Board Room.

Present: Ken Manning, Esq., Chair
Elyse NeMoyer
Meghan Cocoran (telephonically)
Chuck Fried (telephonically)
Genevieve Schimpfle
Candace Johnson, PhD, President & CEO
Hannah Taylor
Gail Mitchell
Chris Lorenz (telephonically)
Shaun Stoltz (telephonically)

Excused: Gregory Daniels
Michael Joseph

Staff: Christopher Darlak, Deputy Chief Information Officer
Betsy Doty-Lampson, Administrator - Board of Directors
Thomas Furlani, Chief Information Officer
Kristen Anton, Director - Biomedical Informatics
Dale Henry, Chief Scientific Operations Officer
Everett Weiss, Chief Medical Information Officer
Eugene Cullen, VP - Internal Audit
Ryan Grady, Vice President, Fiscal Administration
Adam Lange, Executive IT Project Manager
Elizabeth Ollinick, Associate General Counsel
Paul Visco, Chief Technology Officer

Opening Remarks

Mr. Manning, the Chairman of the Committee convened the meeting, noted that a quorum was present and thanked all for attending. He welcomed new Committee members Hannah Taylor and Meghan Cocoran and asked for introductions from all participants, which were made. Mr. Manning noted that Indra Kour resigned from the Committee.

Minutes

Mr. Manning asked for a motion to approve the minutes from the special meeting held on January 29, 2019, which was made by Ms. NeMoyer, seconded by Ms. Mitchell and unanimously approved.
Mr. Manning asked for a motion to approve the minutes from the meeting held on November 20, 2018, which was made by Mr. Fried, seconded by Ms. NeMoyer and unanimously approved.

**ERP Implementation**

Mr. Darlak presented management’s request for approval of execution of the IBM Workday Deployment Statement of Work. He reported that the “Phase 0” pre-implementation IBM contract work has been completed with acceptable deliverables. He described the deliverables, which included a resource plan, project timeline, and a refined and adjusted implementation cost estimate. He explained the schedule includes three phases. Phase 1 will involve design, implementation and testing of core ERP functionality, and Phase 2 will involve design implementation and testing of certain additional functionality. The team also developed an informal Phase 3 to focus on user education and adjustment.

He reported IBM has been selected through a rigorous RFP process as the Workday deployment vendor subject to final approval by this Committee as well as the Finance Committee and Board of Directors.

Mr. Darlak reported that the estimated total project cost is $22.6 million over a five year period including IBM’s $9.1 million one-time implementation fee. Mr. Darlak reported the IBM Workday Deployment Statement of Work is being negotiated by Michael Sexton, Esq. and will include appropriate protections including detailed descriptions of deliverables and deliverable acceptance criteria. The team hopes to begin the contract in April 2019.

Mr. Manning complimented Mr. Darlak’s work and opened the floor for questions.

Mr. Manning noted that the final vendor scores resulting from the RFP selection were close and asked how IBM differentiated itself from the other two vendors. Mr. Darlak detailed the vendor selection process explaining that Workday requires implementation to be performed by a Workday implementation partner that must employ a defined implementation methodology. As a result, there was general consistency in the base project approach proposed by the three vendors. Each vendor submitted cost and timeline proposals based on a rigorous scoping exercise. Scoring criteria included financial (40%), service offering and experience (50%), references (7%), and local and NYS (3%). Mr. Darlak explained IBM offered unique services and resources such as a Health Care specific industry vertical, and availability of a department self-service tool that will reduce departmental reliance on IT service.

Ms. Schimpfle inquired whether IBM would be providing training and education. It was explained that Joshua King, IT & Clinical Applications Training Director would be IBM’s primary contact for education and training matters.

Mr. Manning asked why the expense of the Workday system is almost ten times the expense of the current system. Mr. Darlak described several cost contributing factors including the age of the current system, the features of the new system and additional functionalities that will eliminate manual processes and create efficiencies. He also explained there is a high transition expense.
Ms. Mitchell inquired how long until Roswell Park will need to repeat this process. Mr. Darlak and others stated the hope is for this system to last ten years and noted the software is continuously updated eliminating the need for phased per-user updates.

Mr. Furlani stated he is pleased that Roswell Park chose to use Workday. He also stated this project is a big step forward for Roswell Park and will make the next big project easier to implement.

Mr. Manning inquired whether there were any other questions. Hearing none, he asked for a motion to approve execution of the IBM Workday Deployment Statement of Work, which was made by Ms. NeMoyer, seconded by Ms. Mitchell and unanimously approved.

CIO Update

Mr. Furlani presented a CIO Update. He provided a brief summary of his background and his vision, goals, and plans for improving the service the IT team provides to support and advance the mission of Roswell Park. He identified the Guiding Principles established for the IT team including improving patient experience. Mr. Manning inquired whether there are patient groups helping with this particular effort. Mr. Visco reported that a patient/family portal experience group has been created.

Mr. Furlani described the department’s new organizational structure. He introduced Everett Weiss as the CMIO and discussed several new teams including the CMIO Team, Clinical Development and Enterprise Application Team and Ancillary Clinical Systems Team. He introduced Paul Visco as the Chief Technology Officer, which is a new Senior IT leadership position. He presented an organizational chart and described the responsibilities of the Senior IT leaders. Mr. Furlani described a number of early focus areas including the IT Service Desk, EMR performance, and implementation of a disaster recovery system.

Discussion was had regarding the current disaster recovery system. Mr. Furlani explained that the disaster recovery system project was delayed due to state contracting issues. A new contract is being drafted that should make the process easier and quicker. Mr. Manning stated the disaster recovery system initiative should be a priority.

Mr. Furlani provided a brief update on the EMR improvement process, Revenue-Cycle Transformation, Windows 10 Upgrade and Service Desk improvement. He gave an update on IT initiatives in the areas of clinical research and research computing and described several recent IT challenges including phone outages. He also provided an overview of several IT challenges related to Roswell Park’s captive PC.

Roswell Park Data Science Initiative

Kristen Anton presented on the progress and goals of the Data Science Initiative that endeavors to provide a comprehensive data science environment to support and extend translational cancer research. The goal is to leverage existing assets and develop an informatics-capable infrastructure community. She reported this initiative is lock step with NIH’s strategic plan for data science. Ms. Anton explained that IT resources will need to be shifted toward Roswell Park’s research programs. She also explained that success of the initiative will require establishment of
data science working groups, as well as development of new policies addressing data access, use and release. Several working groups have already been created and there currently is a "use-case driven" cloud base data science platform that is being accessed by both internal and external users.

Questions were raised regarding compliance with privacy laws. Ms. Anton noted the goal is to have models that hold as little personally identifiable information as possible. She explained there currently is no PHI on the platform, but acknowledged protections will need to be placed in the future. Questions were raised regarding availability of data originating from other countries and difficulties related to new European Union privacy laws. It was recognized there will be compliance challenges and a need for compliance counsel and education.

Ms. Anton described some challenges to implementation of the initiative including staffing, funding, internal resistance, establishing governance rules and education. She noted Shaun King is expected to assist with education and that current funding is expected from federal grants and foundations.

**Program Management Update**

Mr. Lange provided a positive update on Program Management. He reported the Executive Cabinet, ERP Program Steering Committee, and Revenue Cycle Steering Committee have been implemented and are active. He stated the structure has helped to better inform organizational leaders on project status and helped to push forward through Phase 0 of the ERP Implementation Project. They will continue to use this structure to increase efficiency of decision making and communications for the current ERP and Revenue Cycle Programs.

There being no further business, there was a motion by Ms. NeMoyer to adjourn the meeting, which was seconded by Ms. Mitchell and unanimously carried.

Michael B. Sexton, Secretary