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Scaling Go-Live Success

Lessons From ONE HITS' Multi-Site MEDITECH Expanse Implementation

2 October 2025

MUN Conference

Introductions

Brenda Muto

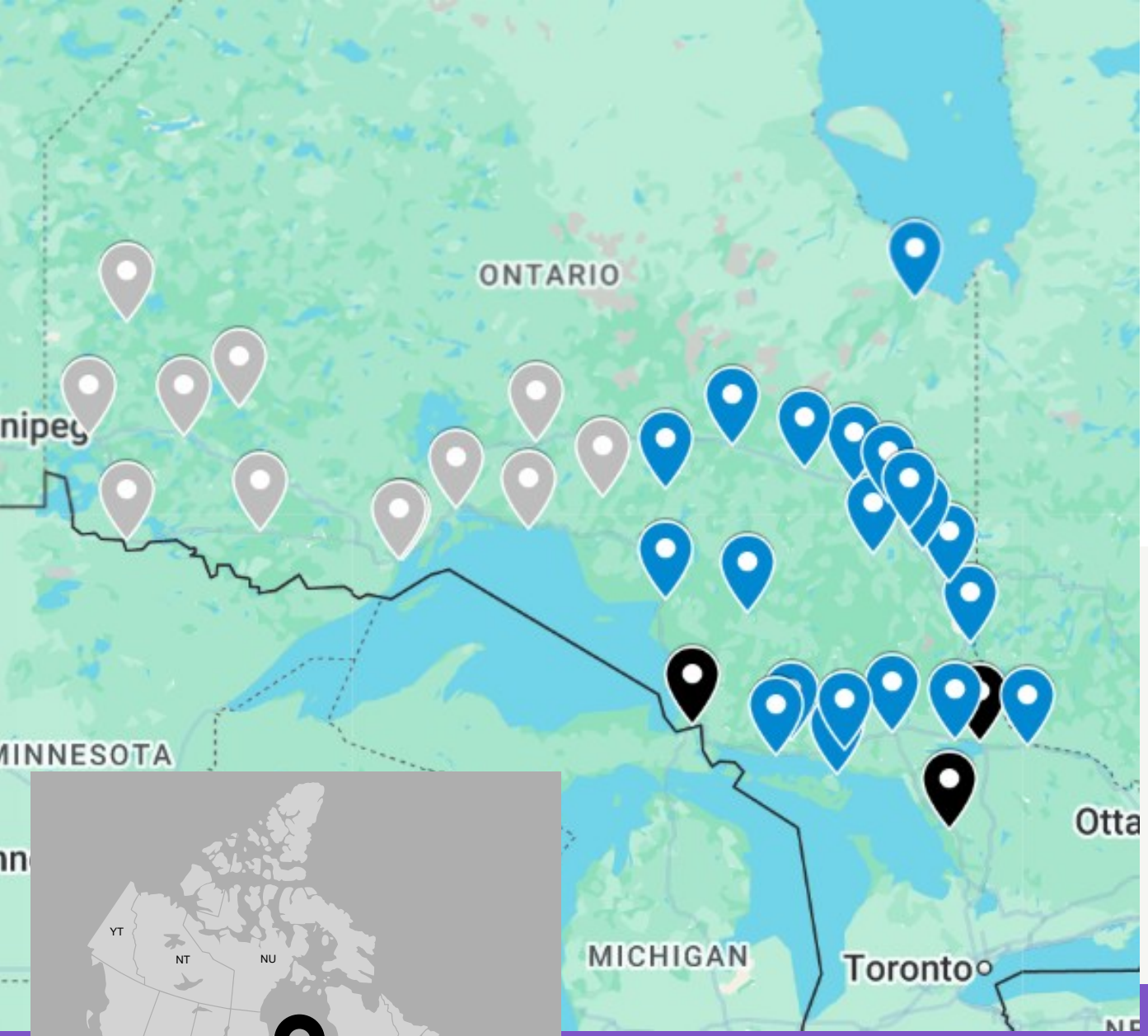
CEO, ONE HITS

- HIT leader with nearly 30 years of experience
- Certified PMP for 15 years
- Avid hiker

Ashley Whitney

Principal, Tegria

- Change Management leader
- Supports HIT implementations with project management, change management, and learning transformation
- Fur mum to 3 English Bulldogs



Overview of ONE HITS

ONE Health Information Technology Services (HITS) is a non-for-profit shared service organisation that supports the delivery of integrated, scalable IT solutions to healthcare partners across Northeastern and Northwestern Ontario.

100+
ONE HITS Staff Members

400,000
Square Kilometers of Geographic Coverage (approx. size of France)

790,000
People Served at Participating Hospitals

23
Northeastern Ontario Organisations Live With a Unified Electronic HIS

12*
Northwestern Ontario Organisations Preparing To Transition to a Unified HIS

* Approximately **25%** of the public hospital corporations in Ontario will be ONE HITS members upon completion of this project.

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MEDITECH

Expertise at Scale

+

UK Health

System Knowledge

470+

Active clients across the U.K., U.S., and Canada

350+

Experienced MEDITECH consultants

130+

Expanse implementations managed

75+

Hosting clients trusting Tegria to host their data

100+

Proprietary MEDITECH-specific accelerator tools and templates

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ONE HITS Journey

2016
ONE Initiative Objectives Set

2019
Wave 1
3 Member Sites Implement ONE HIS

Governance Model for ONE HITS SSO Approved
2020

2021
Master Service Agreement signed for 23 Members

ONE HITS Incorporated, Inaugural CEO Hired
2022

2023
Migration ONE HITS Data Centre

2024
12 North West Hospitals Join ONE HITS

Wave 2
20 Member Sites Implement ONE HIS
2024

2025
Launch of the Inaugural Strategic Plan

Wave 3
12 Member Sites Implement ONE HIS
2027

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Project Overview

Organised into three waves

2017 - 2019	2021 - 2024	2025 -
Wave 1	**Wave 2**	**Wave 3**
• Implement a shared instance of MEDITECH for 3 previously unconnected organisations (aka Founding Sites) • ONE HITS was formed to manage the software and shared services across the Founding Sites and plan for the oncoming additional 20 organisations	• Implement MEDITECH Expanse across 20 additional organisations • Implement MEDITECH Ambulatory across the 3 Founding Sites	• Implement MEDITECH Expanse across 12 additional organisations

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Background: Waves 1 + 2

What We Set Out To Accomplish

3 Main Objectives

- ✓ Build a shared services organisation and governance structure
- ✓ Establish a regional data center
- ✓ Extended a unified HIS across 23 organisations in Northern Ontario

This was an ambitious, complex, multi-year project to support care delivery and improve integration across the region.

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Wave 1: The Beginning

Bringing together three hospitals on a shared HIS

Goal

Implement a shared instance of MEDITECH across **3** unconnected organisations

Go-Live Experience

- Two weeks of chart conversion at each site
- Go-Live Command Centre open for 8 weeks
    - Closed for Christmas before we were fully optimised
- Staff were overwhelmed with adapting to new ticketing system, which resulted in moving back to paper tickets within 24 hours, limiting visibility into macro issues and project progress

What We Learned

We needed to do it differently in Wave 2 in order to scale.

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Wave 2: Scaling With Confidence

Complex, multi-site implementation

Goal

To get an additional 20 organisations live on MEDITECH Expanse with two Go-Lives in six weeks, including rolling out ambulatory to all 23 organisations

Challenge

23 unique organisations

- Geographically diverse
- Varied levels of support needs
- Independent governance structures
- Few standard policies or procedures
- Limited resources

2 Go-Lives within 6 weeks

- Trepidation from staff at all sites
- Fear of change in process and workflows
- Concerns over potentially high-ticket volume during Go-Live
- Uncertainty around ticket turnaround time

Bottom Line

In order to succeed at scale in Wave 2, we needed to take a different approach.

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Fast Forward >>> Success

Completed two Go-Lives, three weeks apart

Wave 1

- Command Centre open for **56** days
- Heavy **reliance on paper tickets** and issue tracking
- **Lack of visibility** into project progress

Wave 2

Go-Live (1)

- ✓ Command Centre open for **12** days
  - **78% reduction in days**
- ✓ **1,841** tickets

Go-Live (2)

- ✓ Command Centre open for **10** days
  - **82% reduction in days**
- ✓ **2,077** tickets

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So, what did we do differently?

3 Strategic Imperatives

We focused on three areas to support adoption and ensure success

1

Leverage change management principles to an expanded audience at every phase

- Broaden change management to include IT and operations staff, not just clinicians

2

Build relationships intentionally and proactively

- Increase trust and strengthen credibility across all sites

3

Innovate approach to pre-live activities

- Create opportunities for more repetition and practice before Go-Live

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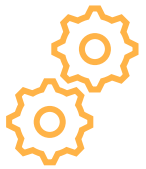
Structured Change Management Matters

Leverage change management principles

Prosci's ADKAR® Model

A	D	K	A	R
Create **AWARENESS**	Build **DESIRE**	Build **KNOWLEDGE**	Increase **ABILITY**	**REINFORCE** Changes

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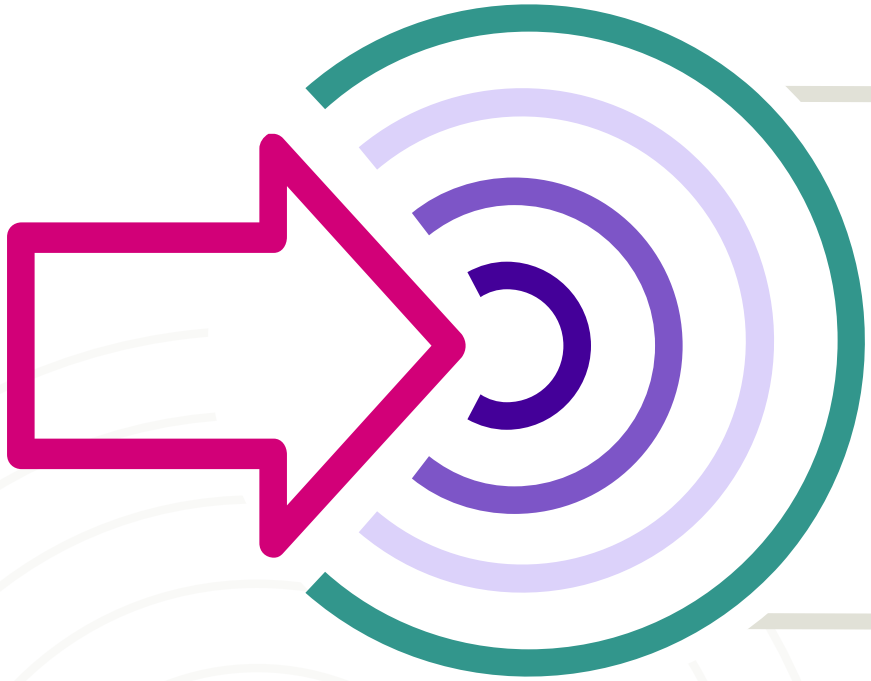
CHANGE MANAGEMENT

Change Management in Action

Leverage change management principles



Engage

- Expand targeted engagement to include IT and operations staff

Communicate

- Communicate early and often
- Establish expectations and be transparent

Influence

- Leverage your sponsor, leaders, and change agents to drive adoption

Manage Resistance

- Address issues as they arise—not after they have spread
- Listen for root cause—withhold judgment

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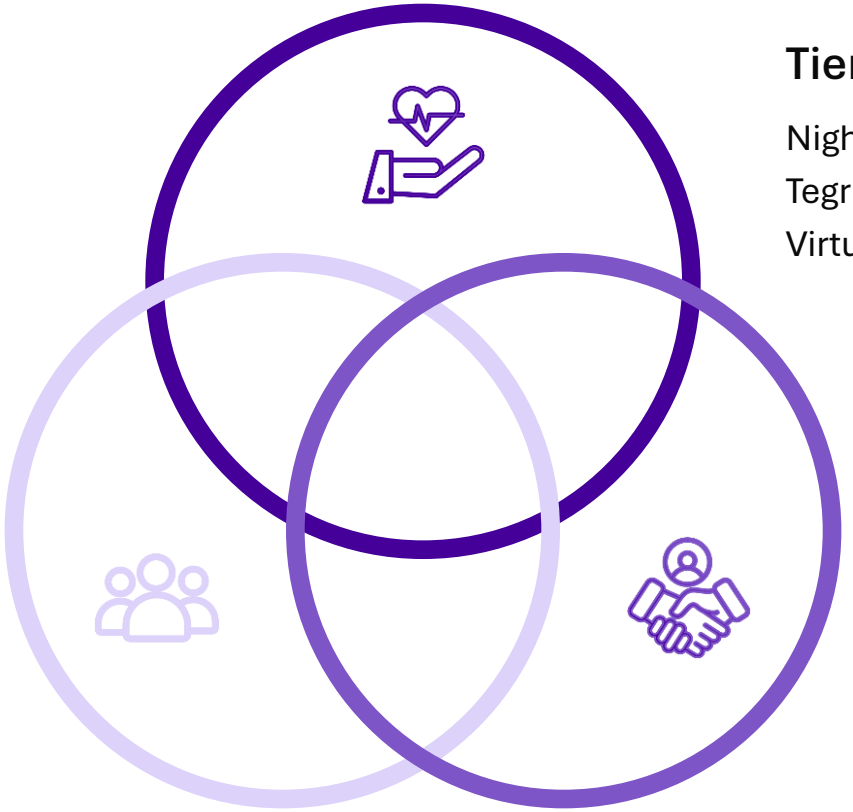
BUILD RELATIONSHIPS

Connecting People and Processes

Building relationships increases confidence

Example: Go-Live Support Model



Tier 1B

Nights and weekends
Tegria resources
Virtual

Tier 1

24x7
Site ATE support
In person

Tier 2

24x7
ONE analysts
Co-located, virtual

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3 Strategic Imperatives

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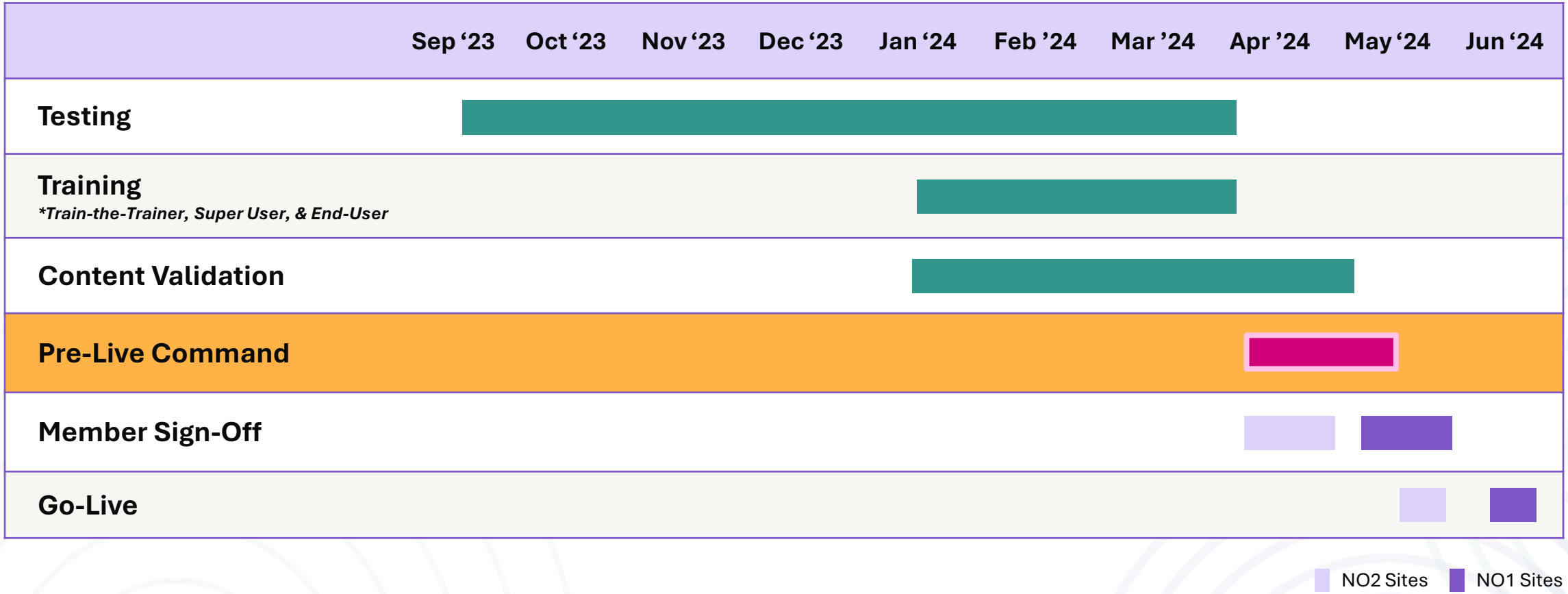
PRE-LIVE ACTIVITIES

Pre-Live Command Centre

Launched pre-live command centre for six weeks prior to first Go-Live



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Comprehensive Pre-Live Process

Crucial to seamless multi-site Go-Live

PRE-LIVE ACTIVITIES

- 6-week pre-live process
    - Initiated a real-time support model
        - Served as a true dress rehearsal for Go-Live
    - Fully staffed during business hours
        - Staffed by managers → analysts worked the issues
    - Dedicated analyst support → Remote support sessions → Issue mitigation

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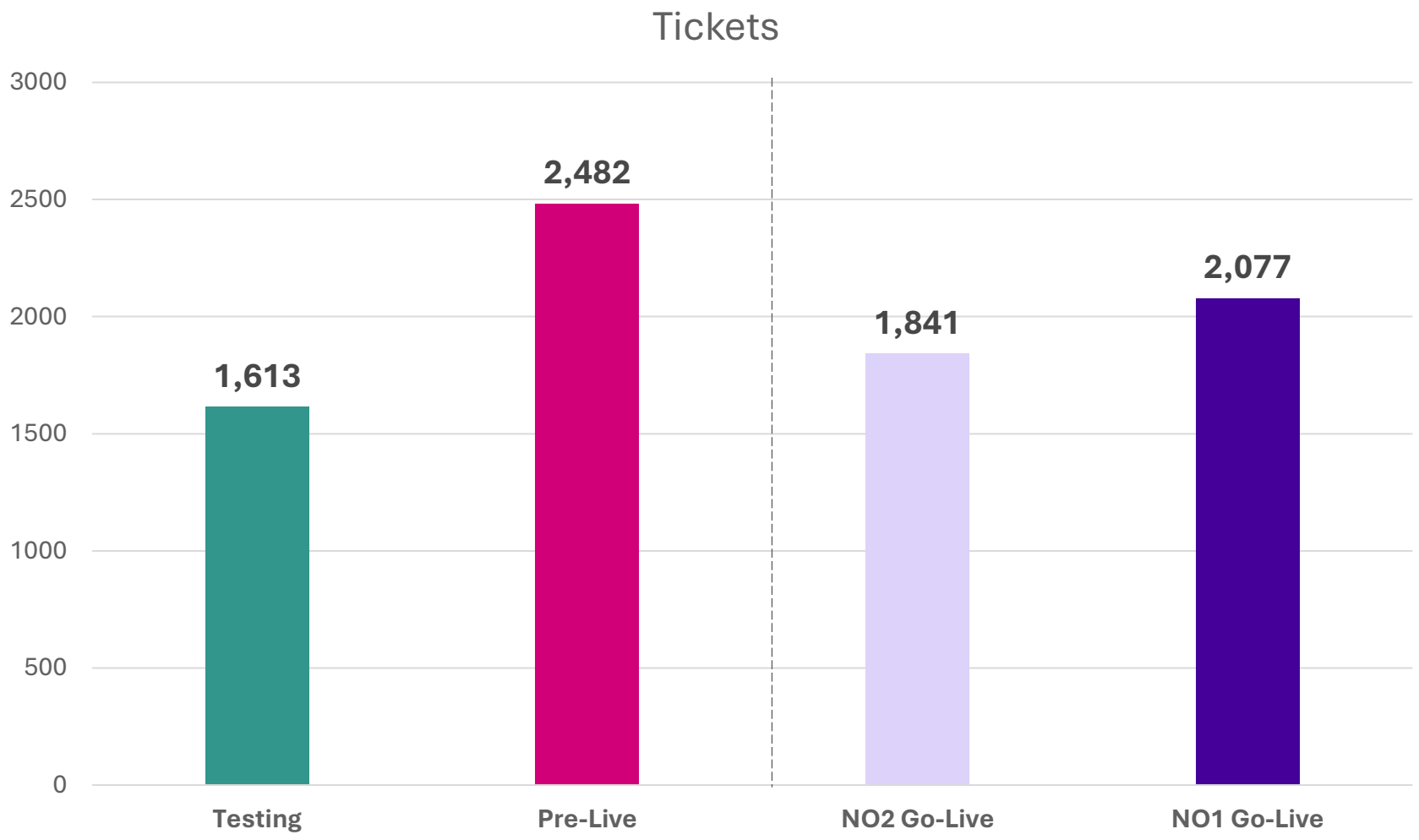
Success at Scale

Wave 2 Service Desk Ticket Volume



- **52%** of tickets handled BEFORE Go-Live
- **78%** reduction* in Command Centre open days for NO1
- **82%** reduction* in Command Centre open days for NO2

**as compared to Wave 1 Go-Live*

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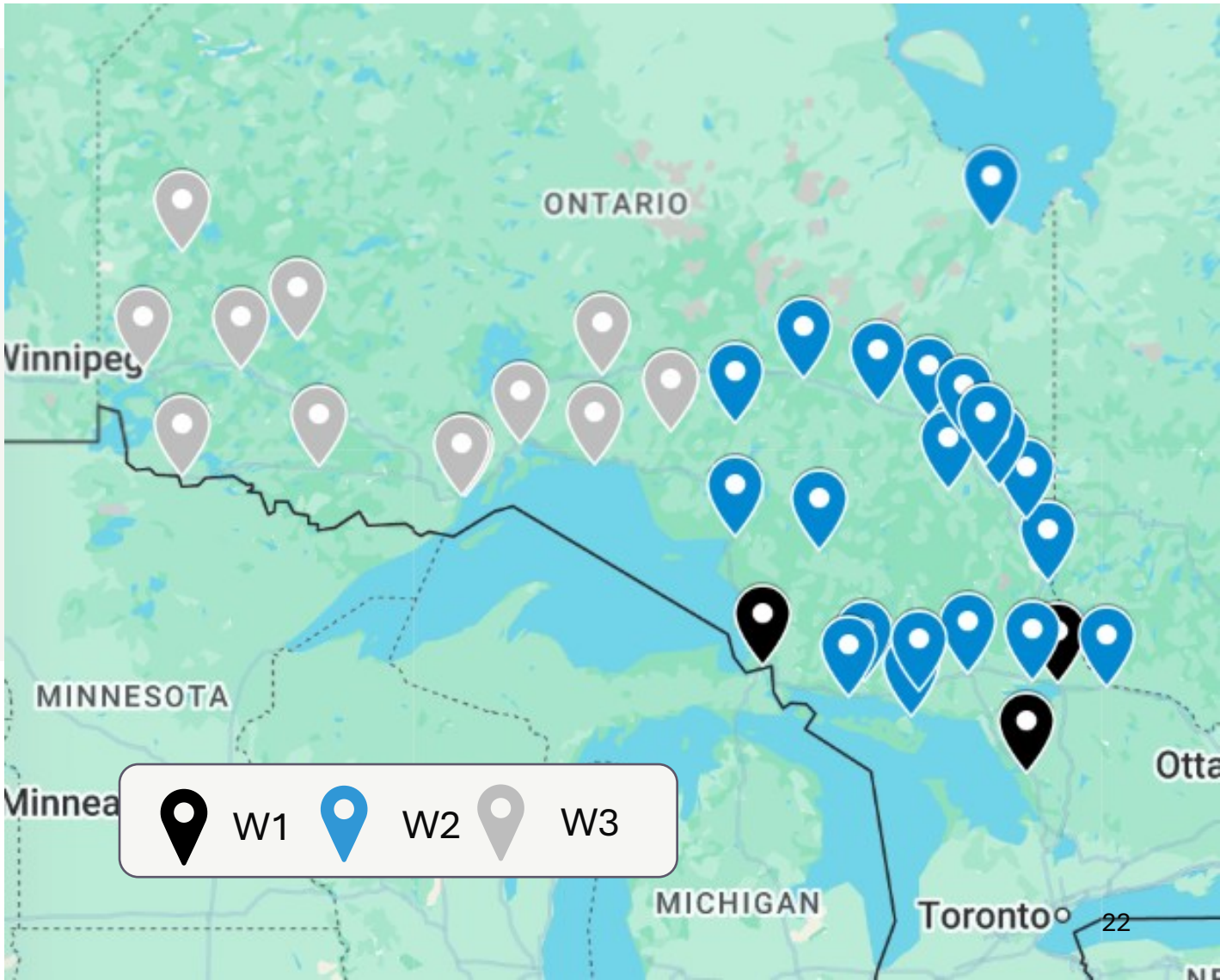
Outcomes

Successful multi-site implementation with seamless Go-Live

- Completed two Go-Lives in six weeks
- 20 additional organisations live on MEDITECH Expanse
- 23 organisations live on Ambulatory
- Trained 20 organisations to deliver local support work
- Established a regional data centre
- Leveraged a shared services model



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Key Takeaways

Lessons learned from Wave 1 and Wave 2

- **Trust Your Instincts**
- Be Proactive From the Start
- **Lean on Your Partners**
- Visible Leadership Matters
- Leverage Change Management Principles Throughout
- Focus on People + Processes – Not Just Technology
- **Treat Go-Live as a Foundation – Not a Finish Line**

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Questions

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Meet us on the Cloud21 stand!

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Let’s transform healthcare together.

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