



NorthEast Regional Epic Users Group

Agenda – June 21, 2018

Note: this is a very ambitious agenda – please do your best to start and end on time!

Overview

| | | | |
|-------------|--------------------------------------|------------|-------------------------|
| 8:00-9:00 | Registration & Continental Breakfast | 12:15-1:15 | Lunch |
| 9:00-10:15 | SIG Meetings | 1:15-2:30 | “Hot Topic” Workgroups |
| 10:30-11:15 | Presentations Round 1 | 2:45-3:45 | Epic Futures & Feedback |
| 11:30-12:15 | Presentations Round 2 | 3:45-4:00 | Wrap-up |

Detailed Agenda

8:00 – 9:00 Registration & Continental Breakfast^[1]

| 9:00 – 10:15 Special Interest Group (SIG) Meetings | |
|---|--|
| <p>1. Ambulatory Care</p> <ul style="list-style-type: none"> • Location: Ballroom 1 • Facilitator: Christopher Baffuto (RMG) <p>2. ASAP</p> <ul style="list-style-type: none"> • Location: Concord • Facilitator: Robyn Montoya (MaineHlth) <p>3. Healthy Planet</p> <ul style="list-style-type: none"> • Location: Marlborough • Facilitator: Scott LaRosa (Southcoast) <p>4. HIM</p> <ul style="list-style-type: none"> • Location: Boardroom • Facilitator: Bettyann Carroll (SSH) <p>5. Inpatient Care</p> <ul style="list-style-type: none"> • Location: Sudbury • Facilitator: Nareesa Mohammed-Rajput (SSH) <p>6. Interoperability (Care Everywhere/Epic Link)</p> <ul style="list-style-type: none"> • Location: Wayland • Facilitator: Dan Cullen (BMC) <p>7. Mobile (Haiku/Canto/Rover)</p> <ul style="list-style-type: none"> • Location: Middlesex West • Facilitator: Brent Wyman (MaineHealth) | <p>8. MyChart</p> <ul style="list-style-type: none"> • Location: Carlisle • Facilitator: Vanessa Halpin (MAH) <p>9. OpTime/Anesthesia</p> <ul style="list-style-type: none"> • Location: Commons 2 • Facilitator: Stacy Lacourciere (Dartmouth Hitchcock) <p>10. Reporting/Analytics/Data Repository (Cogito/Workbench/Predictive Analytics)</p> <ul style="list-style-type: none"> • Location: Ashland • Facilitator: Abbot Cooper (CHA) <p>11. Resolute/Cadence/Prelude/Grand Central/ADT/Referrals</p> <ul style="list-style-type: none"> • Location: Ballroom 2 • Facilitator: Kenneth Holmes (Atrius) <p>12. Specialty/Ancillary (Beacon/ Beaker/ Cupid/ Kaleidoscope/ Ortho/ Phoenix/ Radiant/ Stork/ Wisdom)</p> <ul style="list-style-type: none"> • Location: Commons 1 • Facilitator: Amy Miller (Partners) <p>13. Willow</p> <ul style="list-style-type: none"> • Location: Middlesex East • Facilitator: Leah Dumont (Dartmouth Hitchcock) |

10:15 – 10:30 Break



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10:30 – 11:15 Presentations – Round 1

1. Achieving Successful Clinician Engagement with SlicerDicer [XGM18]

This session highlights the strategies used to achieve broad clinician adoption of SlicerDicer across inpatient and ambulatory settings. Presenters describe techniques used in the design, implementation, education, and at go-live that enabled high clinician usage of SlicerDicer.

- Location: Sudbury
- Presenter: Ross Hilliard, MD; Christine Boulanger – Lifespan

2. Balancing New Hire Training with Continuing Implementations

Your organization is live -- now what? Onboarding new hires, maintaining training locations, developing credentialed trainers, and MST maintenance are continuous efforts which must be balanced with upgrades, acquisitions, and new implementations. How to maintain priorities while continuing to enhance your training program and maintain security/access standards? Learn how HHC balances ongoing implementations with training 400 new hires a month.

- Location: Ballroom 2
- Presenter: Ashley Bailey – Hartford Healthcare

3. Brainstorming Upgrades and the Future

This interactive session will focus on sharing the Epic plans to change the release cycle and discussing how organizations are planning to deploy. The majority of the discussion will be brainstorming ideas with all attendees on how to implement the new release cycles successfully. South Shore will also share their current experience of going through a double upgrade from 2015 to 2018 which goes LIVE in December and tentative plans to manage release going forward.

- Location: Ashland
- Presenter: Mary Dolan – South Shore Hospital

4. Caboodle Data Warehouse: An Important Research Tool [XGM17]

Learn how one organization leveraged Epic functionality and resources to support research at their institution.

- Location: Concord
- Presenter: Charles Torre, Jr – Yale New Haven Health System and Yale University

5. Enhancing Discharge Communication: How We Mined the Gap [XGM17]

Learn novel, scalable methods for presenting discharge communications. These build techniques were developed to deal with critical information, often hidden from the discharging provider or nurse. See how hidden BPAs combined with rules and task templates can be used to populate the AVS and Summary of Care documents. These methods deal with potential educational gaps about which the patient and/or the PCP need to be aware.

- Location: Commons 2
- Presenter: Richard Gillerman, MD, PhD; Craig Mailloux – Lifespan



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6. Evaluating User Acceptance and Engagement of the Interdisciplinary Plan of Care [XGM18]

Presenters share workflow barriers that impact the effectiveness of the IPOC activity and offer strategies to counteract those influences. Learn some of the factors that affect user perception and get tips on how recognizing them can support better interdisciplinary acceptance and engagement.

- Location: Middlesex West
- Presenter: Naomi Mercier, MSN, RN-BC – Partners Healthcare System

7. Give Patients, Providers and Staff a Magical Experience Using Innovative Technology [XGM18]

From check-in to check-out, patients, providers and staff expect efficiency. Learn how Reliant integrated novel technologies with Epic to display wait-times, identify patients in waiting room using stealth photos, streamline exam rooms with a light system that automatically identifies providers and pages staff, display a patient-specific slideshow in exam room, automatically announce Code Blue, and expedite check-out, all with a 6-month ROI!

- Location: Commons 1
- Presenter: Larry Garber, MD; Lloyd Fisher, MD – Reliant Medical Group

8. Hands-On FHIR: Practical Guide to FHIR-Enabled Applications [UGM17]

What does it mean to have FHIR-enabled application? Many organizations want to explore what they potentially can do and build with FHIR, but technical documentation is too detailed and hard to understand for average non-technical user. In this session, explore the basics of the FHIR standard and related technology through the step-by-step build of a simple FHIR web application.

- Location: Middlesex East
- Presenter: Timothy Cooney; Yauheni Solad – Yale New Haven Health System and Yale University

9. Mod Squad 2.0: Rapid ambulatory optimization joins forces with lean management techniques [XGM17]

Get Your Lean On: Learn how the Mod Squad 2.0 adapted our on-site rapid-engagement approach to introduce Lean Daily Management (LDM) techniques in our clinics, in order to support quality initiatives, facilitate speedy workflow deployment, and enable continuous clinic-based process improvement.

- Location: Carlisle
- Presenter: Brian Williams MD – Yale New Haven Health

10. Research with Epic Data [XGM18]

Hear about one organization's research data request process and how Epic tools are used to support a growing need for research data.

- Location: Marlborough
- Presenter: Richard Hintz; Erica Moreira – Yale New Haven Health System and Yale University



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10:30 – 11:15 Presentations – Round 1

11. Southcoast Health's External Data Integration Journey

Learn how Southcoast is integrating external data (claims, Care Everywhere, etc.) into Healthy Planet & MSSP ACO registries, metrics, dashboards and workflows. Learn key decisions before starting an external data integration project; how to effectively develop realistic timelines and goals; 'lessons learned' and tools for better decisions. See how external data is integrated with Epic and accessible to users in Hyperspace, used to complete Health Maintenance topics, satisfy dashboard metrics, and drive workflows.

- Location: Wayland
- Presenter: Ian Blair – Southcoast Health System

12. Tackling Your Self-Service Data Needs with SlicerDicer in Epic 2018 [XGM18]

SlicerDicer received a major facelift in the 2018 release, with an array of new data sets to explore, making this self-exploration tool suited to a much larger number of users within your organization than before. Explore the new features of SlicerDicer in Epic 2018 and discuss all aspects of the implementation, including scope, timelines, staffing, technical preparations, and costs.

- Location: Ballroom 1
- Presenter: Allison Wildenborg – Epic Corporation

13. Testing deserves an exclamation!

What does it mean to test? Testing requires planning, documentation, risk and impact mitigation for unit, application, integrated, and user testing. Tools may include scripts, defect tracking, inventories and more. Drawing on standard testing practices and Epic's Testing Best Practices, this presentation will provide a basic framework for effective testing.

- Location: Boardroom
- Presenter: Karen Fazekas – Dartmouth Hitchcock

11:15 – 11:30 Break



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11:30 – 12:15 Presentations – Round 2

1. Automated Testing Strategies: Feedback from the panel at XGM [XGM17]

An overview of the experiences of four Epic customers who are heavily engaged with Automated Testing Efforts (including DHMC). Topics covered include an analysis of different popular tools, a discussion of automated test strategies, and common pitfalls and how to avoid them.

- Location: Commons 2
- Presenter: William Minsinger – Dartmouth Hitchcock

2. Beyond Radar: Data Visualization for Healthy Planet Registries [UGM17]

This session shares a variety of custom data visualizations developed for analysis of Healthy Planet populations, providers, and quality metrics. These extend and go beyond the visualizations in Healthy Planet registry dashboards and are especially useful in deciding optimal allocation of scarce care management resources. Development techniques and R code used for visualizations are shared.

- Location: Sudbury
- Presenter: Prem Thomas, MD – Yale New Haven Health System and Yale University

3. Creating Your Own Data Courier Audit Extract [XGM18]

Presenters share how they created a Clarity-like extract of their Data Courier audit trail to support monitoring, auditing and reporting.

- Location: Marlborough
- Presenter: Roger Murray – Partners Healthcare System

4. EHR-Supported Follow-Up Reduces 30-Day Readmissions in a High Risk Population [XGM18]

Presenters describe how Epic-driven support for hospital follow-up scheduling in high-risk patients can reduce 30 day readmissions via a multidisciplinary approach. They describe how they used a locally modified LACE score to identify a high risk population. Then they used a BPA focused on these patients to encourage early and consistent scheduling of appointments, making changes in patient access and follow-up to accommodate the high risk population.

- Location: Concord
- Presenter: Noah Finkel, MD; Karen Treska, MS – Lahey Health System

5. Epic Super User program: The art of engaging superusers

Recognize the potential of your users! Learn how the NEMG Optimization team built a successful super user program to ensure best practice workflows and process improvement initiatives were achieved and maintained in the ambulatory practices. This was implemented in order to deliver training across a large geographical area to multiple users within short periods of time.

- Location: Ballroom 1
- Presenter: Krista Giacompassi, Claudia Sammartano, Mindy Hink and Porter Blackburn – Yale New Haven Health



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11:30 – 12:15 Presentations – Round 2

6. EpicCare Ambulatory 2018 Personalization [XGM18]

Recent studies show a dramatic connection between provider personalization and provider satisfaction with the EMR: the most satisfied users personalize their tools. Starting with Epic 2018, users can personalize SmartSets and Express Lanes. Learn about these options as well as other tips and tricks to get clinicians finishing their encounters quickly.

- Location: Ashland
- Presenter: Sam Choi – Epic Corporation

7. Facilitating Cross-Institutional Provider Communication with Care Everywhere

Boston Medical Center wanted to make it easier for providers across different Epic instances to communicate and give patients the best care possible. We implemented and reworked a number of things in our Epic system: 1) direct messaging for Provider Communication through Care Everywhere; 2) Happy Together for Chart Review at BMC; 3) Care Everywhere Referrals with OCHIN; 4) workflow for PCP attribution; 5) automated Event Notifications to the PCP; and, 6) onboarding process to Chartlink for our non-Epic BMC Health System ACO Partners. This presentation reviews each of these steps, with particular focus on direct messaging through Care Everywhere.

- Location: Ballroom 2
- Presenter: Margie Greaney – Boston Medical Center

8. ITS Regulatory structure

With the pace and complexity of current federal regulations, healthcare IT departments need rapid response times to remain compliant. Learn BMC's program management modelling. Topics include staffing, governance, project management, collaborative problem solving, monitoring regulatory updates and how to influence future regulations.

- Location: Boardroom
- Presenter: Tiffany Stack – Boston Medical Center

9. Radiology Decision Support: Do It Yourself?

Medicare has decreed that high cost radiology exams will require clinical decision support be applied by Jan 2020 (recently delayed from Jan 2019). At Reliant we already had high quality ordering patterns and did not feel applying CDS had real value to our practice. In addition, significant budgetary constraints limited our ability to add yet another outside vendor cost. Therefore we embarked on a program to become certified by CMS as a provider of CDS and developed an internal BPA and reporting process to meet the CMS requirements and save considerable capital outlay and yearly license fees. We will review the setup required to become certified as well as the clinical and technical build that we accomplished.

- Location: Middlesex East
- Presenter: John Trudel, MD – Reliant Medical Group

10. Telehealth - Strategies in developing a comprehensive program

Telehealth is an emerging service delivery model in the United States. Epic provides a rich platform from which to provide telehealth based services. This presentation covers the development of telehealth capability in Epic from an operational context including example use cases and lessons learned building internal capacity to support the development of an enterprise level rollout. Examples will highlight myChart functionality, video visits and eConsults/eVisits.

- Location: Commons 1
- Presenter: Chris Peterson – Hartford Healthcare



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11:30 – 12:15 Presentations – Round 2

11. Therapy Plans/Treatment plan build to support injections and authorizations

How to use smartsets to create the authorization referral for high dollar clinic administered medication requiring authorization, and high dollar infusions such as reblast. The smartsets include Dx, medication, dose, number of visits, frequency, and JCODE. Dx is linked in the background to authorization order. Orders are NO Co-Sign orders, allowing nursing staff to initiate. Referrals are sent to both authorization and referred-to work queues.

- Location: Middlesex West
- Presenter: Jennifer Hinson – Dartmouth Hitchcock

12. Upgrade Paradise by the Dashboard Light [XGM18]

Presenters share how they developed Upgrade Dashboards for training and efficiently organized materials for all roles across five hospitals and hundreds of practices. Learn how to use message broadcasting to report on views and usage of the dashboard and how to create Clarity reports for dynamic filtering and personalization. Additionally, hear lessons learned in regards to User Role assignments, the battle between linked templates and sub-templates, and build that simply does not play nice.

- Location: Carlisle
- Presenter: Candin Landry, CPC – MaineHealth

13. What to Expect When You're Implementing SlicerDicer [XGM18]

This session provides attendees detailed information on a successful SlicerDicer implementation project. Critical decisions, project timelines, and the value of adding robust end-user testing to the standard Epic roadmap are shared.

- Location: Wayland
- Presenter: Ross Hilliard, MD; Christine Boulanger – Lifespan

12:15 – 1:15 Lunch^[2] / networking



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| 1:15 – 2:30 “Hot Topic” Workgroups | |
|--|---|
| <p>1. Analytics</p> <ul style="list-style-type: none">• Strategy & tactics (self-service, tools, team designs, vision, governance, roadmap, implementation, etc.)• Predictive Analytics• Dashboards - Actionable for Provider and Care Team• Caboodle <ul style="list-style-type: none">• Location: Ashland• Facilitator: Matthew Ellis (Lahey) <p>2. Decision Support</p> <ul style="list-style-type: none">• Clinical Decision Support• Implementation Best Practices• Radiology Decision Support for 2019 CMS regs• AntiMicrobial Stewardship• Electronic Prescription of Controlled Substances• Clinical Pathways - 1) Incorporating provider and non-provider aspects; 2) Success or failure experiences• ED/inpatient sepsis protocols and order set compliance tracking• FDB Alertspace (institution-specific modification of medication alerts - content from First Databank) <ul style="list-style-type: none">• Location: Commons 1• Facilitator: Noah Finkel (Lahey) <p>3. Financial</p> <ul style="list-style-type: none">• Revenue Cycle Optimization• Revenue/Cost Saving Successes• Referrals & Auths• Payor access given state/federal privacy laws• Obtaining New Medicare MBI Number <ul style="list-style-type: none">• Location: Marlborough• Facilitator: Yomaris Guerrero (CHA) <p>4. HIM</p> <ul style="list-style-type: none">• Behavioral Health in Epic (Privacy, etc.)• HIV privacy law, effort to change• HIV Tests within EpicCare Link and Break the Glass• EHR Safety Event tracking and reporting <ul style="list-style-type: none">• Location: Middlesex West• Facilitator: Ann Dooley (SSH) | <p>5. Interoperability</p> <ul style="list-style-type: none">• Care Everywhere Trusted Partnerships So We Don't Need Authorization Throughout New England• Medical Device Integration• Epic API and Third Party company products• Dragon• Integrating App Dev Projects with Epic <ul style="list-style-type: none">• Location: Middlesex East• Facilitator: Craig Molway (MAH) <p>6. Optimization</p> <ul style="list-style-type: none">• Staffing Strategies• Ownership Across Teams• How to stay on top of requests without drowning• Standardization across a network• In Basket Efficiency• Honor Roll -- How can we help each other achieve 100% of requirements?• Genomics• User provisioning• Inpatient Nursing (nursing care plans, general nursing documentation improvement)• Nurse triage, ambulatory• Strategies for optimizing ambulatory provider support• Care coordination and team-based care tools <ul style="list-style-type: none">• Location: Ballroom 1• Facilitator: Jennifer Bellino (HHC) <p>7. Patient Engagement / Outreach / Experience of Care</p> <ul style="list-style-type: none">• Patient experience & education (MyChart Bedside etc)• Kiosk/tablet self-service (Scheduling, eCheckin, eSig)• Text messaging as outreach/engagement method• Telehealth <ul style="list-style-type: none">• Location: Concord• Facilitator: Naomi Mercier (Partners) |



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| 1:15 – 2:30 “Hot Topic” Workgroups | |
|--|--|
| <p>8. Patient Flow</p> <ul style="list-style-type: none">• Central registration process/implementation topics• Centralized Call Centers Implementation• Grand Central implementation topics• MyChart, kiosks, tablet use for patient self-service (Pre-visit data input, Scheduling, eCheckin, eSig) <ul style="list-style-type: none">• Location: Boardroom• Facilitator: Derek Bednarz (BMC) | <p>11. Sexual Orientation & Gender Identity</p> <ul style="list-style-type: none">• New features in 2018 upgrade• How is everyone planning to implement?• End users' experience using Epic to document for patients who don't identify with the sex they were assigned at birth <ul style="list-style-type: none">• Location: Commons 2• Facilitator: Steve Nelson-Marrufo (CHA) |
| <p>9. Population Health / Managed Care</p> <ul style="list-style-type: none">• ACO - Tracking patients, Care Management, Referrals• Telehealth (including Epic new features)• Healthy Planet & Link -- engaging community practices and community based resources• Bringing new partners into Epic Platform• Care Across the Continuum• Non-Binary Gender - 2016 federal regulation required EHR's to comply• State-specific Medicaid ACO strategies• Nursing and multidisciplinary care plans• Best practices for ED care plan entries for multi-visit patients in ED setting• Care plan access for other providers/groups (care partners) <ul style="list-style-type: none">• Location: Wayland• Facilitator: Lucy Everett (Partners) | <p>12. Systems</p> <ul style="list-style-type: none">• SUs/Upgrades/Testing/Environment Management• Change Control and Data Courier Management• Best practices for Content Management tool• Infrastructure - Citrix, VM, Imprivata, Cache, UNIX, other servers, etc.• Upgrade process post-v2017• BCA & Downtime prep & process / Downtime documentation• Bridges interface errors <ul style="list-style-type: none">• Location: Sudbury• Facilitator: Mary Dolan (SSH) |
| <p>10. Regulatory Programs / Quality / Meaningful Use</p> <ul style="list-style-type: none">• Quality Reporting (Registries/Reports/Dashboards)• Regulatory (QPP, MU/MIPS/MACRA, ICD-10, State)• Medicare Secondary Payer Questionnaire Optimization• Integrating regulatory build and reporting changes (TJC, CMS, Mass Health) into Epic <ul style="list-style-type: none">• Location: Carlisle• Facilitator: Victoria Smith (Lahey) | <p>13. Training</p> <ul style="list-style-type: none">• Ongoing Support/Training (optimization success/failures)• T.O.T.S. (Training On The Side)• Developing robust & seamless web based program• Provider personalization and satisfaction• Training & On-Boarding Techniques• User productivity tracking• Super User Programs• End User Satisfaction Improvement• Training Trusted Partnerships (i.e., local relationships for training sign-offs) <ul style="list-style-type: none">• Location: Ballroom 2• Facilitator: Candin Landry (MaineHealth) |

2:30 – 2:45 Break



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2:45 – 3:45 **Group Discussion** (Grand Ballroom)

- **The Future of NEREUG**
Facilitator: Steve Carter (CHA)

3:45 – 4:00 **Wrap-up** (Grand Ballroom)

Meeting Venue

Sheraton Framingham Hotel & Conference Center
 1657 Worcester Road
 Framingham, MA 01701
 508.270.1914 GPS: 42.297834,71.479131 (42°17'52.2"N 71°28'44.9"W)

NEREUG Participating Organizations

| | |
|--|--|
| Atrius Health | McLean |
| Beverly Hospital | Mount Auburn Cambridge IPA |
| Boston Children's | Mount Auburn Hospital |
| Boston Healthcare for the Homeless Program | Newton-Wellesley |
| Boston Medical Center | Northshore Medical Center |
| Brigham & Women's | Partners (Corporate) |
| Brigham & Women's Physician Org. | Partners Community Physician Org. |
| Cambridge Health Alliance | Partners Health Care at Home |
| Care New England / Providence | Partners Healthcare |
| Codman Square Health Center | Pediatric Physicians' Organization at Children's |
| Community Health Center of Cape Cod | Reliant Medical Group |
| Connecticut Children's Medical Center | Riverbend Medical Grp |
| Cooley Dickenson | Rhode Island Primary Care Physicians Corp. |
| Covenant Health | Saint Mary's – Waterbury |
| Dana Farber Cancer Institute | South Boston Community Health Center |
| Dartmouth Hitchcock Medical Center | South End Community Health Center |
| DotHouse Health | South Shore Hospital |
| East Boston Neighborhood Health Center | Southcoast Health System |
| Elliot Health System | Spaulding Rehab |
| Epic Systems | Trinity Health of New England |
| Greater Roslindale Medical and Dental Center | UConn Health |
| Hartford Healthcare | UMass Memorial Health Care |
| Lahey Health | University of Vermont Medical Center |
| Lifespan | Upham's Corner Health Center |
| Lynn Community Health Center | Whittier Street Health Center |
| MaineHealth | Winchester Hospital |
| Massachusetts General/IMGH Physician Org. | Yale New Haven Health |



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Food Menu

^[1]Continental Breakfast

- Assorted chilled juices
- Sliced fresh seasonal fruit
- Individual yogurts with granola on the side
- Assortment of breakfast breads and bagels with cream cheese
- Served with fresh butter, preserves and marmalade
- Freshly brewed regular coffee, decaffeinated coffee and selection of herbal teas

^[2]Lunch Buffet

- Italian wedding soup
- Tossed salad bar with mixed field greens, six assorted toppings & selection of dressings
- Classic Caesar salad with Parmesan and croutons
- Roma tomato and buffalo mozzarella salad with roasted garlic and balsamic vinaigrette
- Three cheese tortellini with pesto cream sauce
- Chicken parmesan with tomato oregano sauce
- Sausage with peppers and onion
- Seasonal vegetables
- Basket display of sliced garlic bread and bread sticks
- Assorted cannolis & tiramisu

Note: Food is provided for the conference because all hotel-based conference venues require a minimum expenditure for food from their designated vendor. The food choices selected for NEREUG conferences are the least expensive options offered which meet the required minimum. We know everyone is anxious to keep costs down, and we do our best to keep the NEREUG conferences affordable for everyone.



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Special Interest Group and Hot Topic Workgroup Roles

Participants

- Be prepared to suggest discussion topics at start of session
- Keep on topic: it's very easy for a discussion to create side conversations or irrelevant arguments
- Try to ensure that everyone has a chance to speak; if someone is really quiet, ask them for their thoughts

Facilitators

- Ask for volunteers for timekeeper and recorder roles
 - Timekeeper reminds group 10-15 minutes before session end.
 - Recorder documents the topics the participants listed for discussion, the topics actually discussed, and an outline of important points from the discussion. These notes will be posted on the NEREUG web site.
- Start the session by going around the room asking what questions or issues each person would like to cover. List these on a flipchart or whiteboard. Take a quick vote to rank/order the list if necessary.
- This is a discussion group, not a presentation – the facilitator should not make a presentation.
- Objective is to have a vigorous, stimulating discussion about the topics which are the most interesting today for the people in the room.
- Keep on topic: it's very easy for a discussion to create side conversations or irrelevant arguments; if this happens, tactfully intervene and try to direct everyone back to the real topic under discussion – one person speaking at a time.
- Full participation: try to ensure that everyone has a chance to speak; if someone is really quiet, ask them for their thoughts.
- Don't be afraid of silence: it's a very useful tool, giving people time to consider and collect their thoughts, and giving the quiet folks a chance to speak up.
- At end of discussion, reserve 5-10 minutes to ask about what went well and what could be improved.
- End on time.