

Epic
1979 Milky Way
Verona, WI 53593
September 15, 2023

Helseplattformen AS
Board of Directors

Dear Trond and members of the Board of Directors:

Epic has supported Helseplattformen AS since April 2018 with the objectives to improve patient care and support the needs of healthcare providers across Norway. We are committed to helping implement and support the system and want to make sure Norway's users and patients have the best possible experience with the software.

We have shared core foundational elements of success which we see globally across the 15 countries in which Epic is in use, but some of them have not been met in Norway. This has resulted in a difficult experience for some of your users and we foresee these difficulties continuing until they are resolved. Each go-live has its own set of issues that come up – some are foreseeable, and some are not. When they appear, a culture of accountability for people to step in and address the issues with urgency shapes the experience of your end users.

We now have a shared path with Helseplattformen and St Olavs to establish accountability and increase the pace of resolution for issues stemming from the historical data conversion and go-live.

We think it's important to focus with you on the next sites, to establish a culture of accountability that will more urgently remedy things which will come up at your next sites. We would like to share observations from the previous go-live and what we anticipate. These include things listed below which we feel need to be addressed and planned for with the next groups. We want to help you have a better experience with your next sites and evaluate opportunities that are there for sites to help each other succeed, to learn from each other, and to cooperate in new ways for the collective success of the program.

We request the opportunity to meet in Trondheim with the board to discuss these items and establish a collaborative shared path forward to resolving future issues and improving the outcomes we jointly agree are important.

We look forward to the opportunity to review with you and define that path.

Sincerely,

Nick Frenzer

Nick Frenzer
Epic

Foundational Elements of Success

Actors must meet the following objectives prior to their initial Go-Live:

- All users are trained, and Actors will track and report on training participation. Users will not receive access to the system until they have successfully completed their End-User Proficiency Assessment at the end of training.
- All physicians complete the essential personalization items prior to Go-Live.
- Every department participates in at least 1 multidisciplinary walk through of the system via Collaboration Labs.
- Develop a communication process and enforcement mechanism for ongoing updates to workflows and user responsibilities as changes are necessary after go-live.

Helseplattformen must meet the following objectives prior to the next Go-Live:

- Complete high priority usability fixes as identified in the Epic, BCG, and KPMG audits.
- Audit ServiceNow ticket backlog and complete all high and critical priority tickets. Resolve lower priority tickets which are no longer priority issues.
- Work jointly with St. Olavs to stabilize waiting-patient volumes, and NPR reporting.
- Stabilize all current Helseplattformen-owned data validation work queues and ensure a process for ongoing monitoring as part of regular maintenance.
- Stand up a physician builder program with St Olavs to allow physicians to continue building system enhancements while Helseplattformen focuses more attention on the rollout.
- Identify end users who need additional training and personalization efforts and hold sessions until all St. Olavs end users have completed the recommended training path.
- Establish a clear end-user led process for triaging and prioritizing ongoing enhancement requests.