ADVENTIST EMPLOYED PHYSICIAN ONBOARDING

An enterprise wide initiative to streamline and consolidate all activities required to bring new physicians to a functioning and billable state. Onboarding brings strategy, focus, and financial discipline to physician talent acquisition and process management.

Organization

- AHS is a complex organization:
  - Enterprise Security
  - Hospital Facilities
  - Non-Staff Facilities
  - CVOs
  - PHOs

- States Rights Management Model

- Diversity among hospitals in 8 different states
Practitioners In MSOW

Who is entered into MSOW has changed during implementation

2011 - an individual who may be applying for membership and/or privileges at an AHS hospital or PHO.

2012 - an individual who may be applying for membership and/or privileges at an AHS hospital or PHO
OR
because the data is needed to flow downstream to the EMR system

2013 - an individual who may be applying for membership and/or privileges at an AHS hospital or PHO
OR
because their data is needed to flow downstream to the EMR system OR
because this is an AHS Employed physician

Facilities

- Existing facilities
  - Hospital Medical Staff Office
  - Non-Staff Associated with Hospital
  - Provider-Hospital Organization (PHO)
  - Credentials Verification Service (CVS)

- New Facilities
  - Employed Group Practices
  - Recruitment Facilities
Scope

• APO project scope identified as:

“The work required to create a standardized process that begins with the offer of a letter of intent and ends with a fully credentialed physician who can bill for services”

Joanie White, Director
Office of Clinical Effectiveness, 2012

Objectives

• Focus on physician experience during employment process
• Reduce revenue loss associated with time between hire and ability to bill
• Support AHS's 2015 Vision of “completely paperless” process
• Provide concurrent credentialing, risk evaluation, and HR activities
• Reduce initial appointment and payer enrollment cycle times
• Unify work flow making it seamless to practitioners
• Automate components of the onboarding process
• Create system that shares real time data via software interfaces
• Eliminate duplicate work
• Eliminate delay/enhance coordination among corporate entities
• Simplify provider, network, and payer engagement
Background

• Software originally purchased for credentialing and privileging only

• MSOW software offers AHS single platform to enter practitioner data

• Can be used by variety of internal resources

• Due to robust Security – able to manage data & images to maintain confidentiality with respect to federal and state peer review statutes

Who Performs Data Entry

➢ New employed physician applicants
  • Entered by recruiters

➢ Routine Maintenance
  • record maintenance for office address and malpractice insurance entered by practice groups
Status & Status Category

- AHS currently utilizes the traditional MSOW Four Status’
  - Active
  - Applicant
  - Inactive
  - Suspended

- Status Categories determined by Medical Staff Bylaws or other organizational construct

With APO....

- Adding new Status’ to MSOW
- Utilizing status group to differentiate persons who are not really applicants
- Recruitment personnel utilize:
  - Prospect
  - Candidate
  - MSOnet Reference
Work Flow Milestones

• Five subcommittees identified how work was accomplished
• Work flow diagrammed by Six Sigma Black Belt
• Work flows designed in MSOW to utilize automation features foundational to this effort:
  • Online Applications
  • Web Crawls
  • Data sharing
  • Images

SuperApplication

• Concept - single application can collect data needed by all parties
• Partnering with software vendor Morrisey Associates, Inc. for customized programming
• AHS to copyright cutting edge collection tool
Legal

Working with legal team - 3 new releases developed:

- **User Agreement** - outlines responsibilities and obligations of all MSOW users to ensure confidentiality

- **Controlled Substance Release** - created to give AHS special consent required by law to obtain medical record information related to any controlled substance treatment

- **Consent and Release** - allows all parties involved to do their work

Data Milestones

- Data elements utilized identified
- Onboarding applications & other forms collected
- Cross referencing applications and forms to identify what data elements are utilized
- Analysis of current data elements in MSOW Software
Activities

• July 2012, Orlando, FL - Adventist Employed Physician Onboarding (APO) Forum
• October 2012 - project plan created
• November 2012 - workgroups began meeting
• February 2013, AMH Chicago, IL & FLG/FHMMC Orlando, FL - pilot sites identified
• Spring 2013 - site visits
• August 2013 - pilot sites education begins
• October 2013 - pilot sites begin
• Regional Kick Off Meetings (Non-Pilot Sites):
  – November 2013 - Florida-Region
  – February 2014 - Texas, Georgia, & Kentucky

Staff Education/Orientation

• Utilizing technology to provide online education and training
• Each work group has two different sessions to work with the new workflow
• Ongoing ‘Free Swim’ sessions offered
• Special attention and support during go live rollouts
Corporate Wide Implementation

- December 2013 implement regional roll-out:
  - Week of December 3, 2013 - Florida
  - January 2014 - Kansas
  - February 2014 - Texas, Georgia, Kentucky, North Carolina and Tennessee

Extending the healing ministry of Christ