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-Stuff 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 workflow 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
  - January 2014 - Kansas and Wisconsin
  - 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

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