August 13, 2014

Implementing MSOW: Tips for Success from Lessons Learned

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About Johns Hopkins Medicine

- Johns Hopkins Medicine (JHM), headquartered in Baltimore, Maryland, is a $6.7 billion integrated global health enterprise and one of the leading health care systems in the United States. JHM unites physicians and scientists of the Johns Hopkins University School of Medicine with the organizations, health professionals and facilities of The Johns Hopkins Hospital and Health System.

- The Johns Hopkins Hospital, opened in 1889, was ranked number one in the nation by U.S. News & World Report for 21 years in a row and again in 2013 for a 22nd time.
Previous State

Credentialing and Privileging

- CVO
- JHBMC
- JHH
- JHCP
- Howard
- Suburban
- Sibley
- Echo
- Cactus
- Cactus

- MSO

In the Beginning
Johns Hopkins Health System

2001-2013
Internal Centralized Verification Office

- 3 clients (two academic hospitals, one physician practice)
- 4,000+ practitioners
- Synchronized “birth-month” reappointment cycles
- MSO for Windows users since 1998; heavily customized
- Rolled out MSONet in 2008, eDelineate in 2012
- MSO had data feeds to over 32 downstream systems
- 8 FTEs = 1 Director, 4 Specialists, 2 Lead Specialists, 1 Clerk
The Johns Hopkins Family

Privileging and Approval Process
- Centralized Credentialing Office – 16 FTEs
- The Johns Hopkins Hospital (4000+ with HS) – 9.5 FTEs
- Johns Hopkins Bayview Medical Center (1625+) – 6 FTEs
- Johns Hopkins Community Physicians (400+) – 3 FTEs
- Howard County General Hospital (875+) – 5.5 FTEs
- Sibley Memorial Hospital (980+) – 3 FTEs
- Suburban Hospital (1180+) – 5.75 FTEs
- Suburban Outpatient Surgery Center (136) – 0 FTEs

= Total JHHS Medical Staff/CCO staff = 49 FTEs
(Doesn't include the dedicated IT staff for the project)

Aggressive Timeline

Schedule
- Contract signed March 13th 2013
- Senior Director hired to oversee all health system credentialing in April 2013
- Kickoff meeting was held June 18th, 2013
- Training – MSOW/Crystal Reports/PCCB/MSONet
- 1st Go-Live was held October 31st, 2013
- 2nd Go-Live was held March 17th, 2014
- 3rd Go-Live was held April 21st, 2014
We went live on Halloween?

MSOW Readiness & Preparation

Pre-Implementation Activities

- Planning sessions
- Workgroup committees formed
- Editing/Updating our MSONet applications
- Creation of 40 verification letters in Crystal
- Creation of PCCB forms for 300 Departments
- Mapping of MSO tables to MSOW
  - Large tables carried over (hospitals, universities, insurances)
- IT planning/building the environments
- Installation of Test and data acceptance
Internal MSOW Committees

Committees

- Contract Group – Included lawyer and Senior IT Management
- Core Group – Morrisey PM and JHHS Leadership
- PCCB Committee
- Data Standardization Committee
- Steering Committee – Morrisey PM, Directors/Managers all Entities
- Conversion – While each facility conversion occurred
- Report Writing Committee
- Workflow Standardization Committee
- Team Huddle – users to address urgent system/operational issues
- IT Internal communication meetings

Morrisey Project Management

- Develop and manage project scheduling
- Supervises implementation effort and provides guidance
- Morrisey resource management
- Coordinate implementation activities
- Weekly Status Calls
- Escalation of issues
- Assist with rollout and post go-live assessment
Project Overview

MSOW Implemented Components
- MSONet with eSignature
- Practitioner Home Page
- eDelineate with PCCB, and Privilege Inquiry
- Scanning
- Crystal Reports/Business Object, plus connection to old Q&R
- Web Intelligence (Webi)
- PSV website
- RightFax

Project Overview

Staggered Implementation
- MSO converted/implemented first
- 4 to 5 months later 2 Cactus databases and 1 Echo Database converted/merged six weeks apart
- Cons were different people completed the mapping tools on our end and different Morrisey staff did the data conversion
- 3 different “Go Live” events, 3 different learning curves, 3 different everything
- Last 2 implementations occurred at the busiest time of our academic year
- Moved offices the same month as 2 Go-Live events
Phase II: MSOW Data Conversion

Customizations and Clean-up Rules
Current State

Enterprise Credentialing

CENTRALIZED CREDENTIALING OFFICE (CCO)
Melissa Walters MHA, CPMSM, CPCS, MSOW-C

Benefits:
1. Provides a central governing entity
2. Eliminate multiple systems and processes, cost savings
3. Drive towards standardization for all current and future facilities
4. Provides a single system of record for credentialing
5. Creates a unified work force
6. Provides a self service portal for physicians
7. Allows doctors to move between facilities easier if already credentialed at another
After the Implementation
Johns Hopkins Health System

2014 to Present
Internal Centralized Credentialing Office

- Includes 4 additional clients (3 Community Hospitals, 1 ASC)
- 2000+ additional practitioners
- Differing reappointments schedules
- Converted 2 Cactus and 1 Echo credentialing databases
- Currently 16 FTEs = 1 Senior Director, 1 Director, 3 Senior Specialists, 6 Specialists, 1 Clerk, 1 Admin, 3 Insurance
- First year after Go-Live also includes 4 FTEs from IT/PM
- Relocated to new office March 2014

We went paperless when we moved

- We had scanned files into a third party system since 2003
- 20 boxes of archived files and 21 file cabinets of active files were shredded. That was fun!
- New location has no file cabinets for CCO
MSOW Implementation

What was it really like implementing such an aggressive timeline?

High Speed

This page insert as a place hold for video
Technology

It takes a marriage between Business and IT in order to be successful!

What makes up MSOW?

System Components

- eDelineate – Delineation of Privileges
- MSONet Drives the Practitioner Home Page
- Provider Home Page (PHP)
- PCCB – Privilege Content & Criteria Builder
- PCCB Form Design Website
- Privilege Inquiry
- Primary Source Verification (PSV)
- Administrative Review Module (ARM)
- Focused Professional Practice Evaluation (FPPE)
- Web Crawlers
- ChartFx

- Crystal Reports
- MSOW Queries & Reports
- Web Intelligence (Webi)
- Business Objects
- Electronic Signature
- MSOW/MCCM Integration
- HL7 Export
- Imaging
- Scanning
- Email
- Faxing (RightFax)
- SQL Server
- Windows Server 2008
Architecture

Interfaces & Enhanced Transmission Process

Reduced data connections from 32 to 18
Data Flow Architecture

Benefits
- Easier management of jobs
- Easier migration
- MSOW Database remains static
- Quicker turnaround on requests for jobs

Future Components

Integration
- MSOW→MCCM
- HL7 implementation for EPIC
- Interface with Find-A-Doc (MSWEB)

Mainframe
- Control File Migration
- Interface File Migration
- Keane Migration
- ORCIS Migration
- Security Migration

Sunset Applications
- Provider/Payors/CPA/Groups/DocMaster
- Queries and Reports
- MSA Website
- MSO Decommissioning

Training
- PCCB Training

ARM
- Implement ARM
- Provide training and support

Quality and Performance
- OPPE/PPPE Implementation
- Report Card

Privileging
- Privilege Inquiry Rollout and Testing
- Primary Source Verification (PSV)
- PCCB Enhancement
- Incorporate Procedure Codes to PCCB

Imaging
- AX Image conversion

Provider Home Page
- Provider Home Page enhancements

Upgrade
- MSOW Upgrade

Reporting
- Ongoing reports and enhancements

Internal Audit Security
- Define access groups
- Plan Access Workflow with MSOW
- Define and document process
- Train Staff and Internal Audit Review
- MSOW: Optimization/Enhancements
Sharepoint

MSOW Project SharePoint site is located at:
https://collaborate.johnshopkins.edu/sites/MSOW/default.aspx

The SharePoint site contains document libraries, webinars, project management information and budgeting information.

- **Contract Exhibits**
  - This library contains the most current documents pertaining to the contract. This area isn’t necessary to be technical documents, but documents that supported the building of the final contract.

- **Technical Documentation**
  - Includes Morrisey Documentation, Project Documentation, and Technical Information

- **Credentialing Documentation**
  - Includes specific information and documentation from all of the facilities related to current processes. This document library contains the current processes and procedures for all facilities, as it relates to credentialing.

- **Reports Library**
  - Includes sample reports from MSOW and current reports from the facilities

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**Things we might do differently if we had the chance to do it again**

- Given ourselves more time at each phase
- Maybe not start with so many modules/features at Go-Live
- Not carry over so many existing MSO customizations
- Planned the Go-Lives at a time other than right before/during our peak season
- Pushed back the Go-Live because the MSONet apps and some DOPs were not ready
- Hired additional staff for the additional work before Go-Live, not after
- More time spent on developing reports from Day 1
Results

- As a result of having MSONet apps delayed, we started 3 months of reappointments (approx. 450) one month after Go-Live. This created a bottleneck when they started coming in.
- Our “peak season” (800 initial apps) started soon after, creating additional bottlenecks.
- New staff had to hop on the roller coaster mid-ride
- All led to increased delays causing turn-around time to increase by 20-30 days
- Still cleaning up conversion issues from the later conversions 4 months later

Lessons Learned

- Bylaws adjustment and Enforcement
- Add time to the implementation timeline
- Plan Go-Live during slowest time of year
- Take the time to clean your data; make sure it gets mapped correctly
- If applicable, get all other personnel changes (i.e. staffing up) accomplished well before Go-Live
- Test your processes and allow time to make changes
- Don’t start with all modules at once
- Give staff extra time to get up to speed with processing files
- Have a dedicated report writer spend 100% of their time for at least one year
Questions?

It's QUESTION TIME!!