




August 13, 2014


Implementing MSOW: Tips for Success from Lessons Learned

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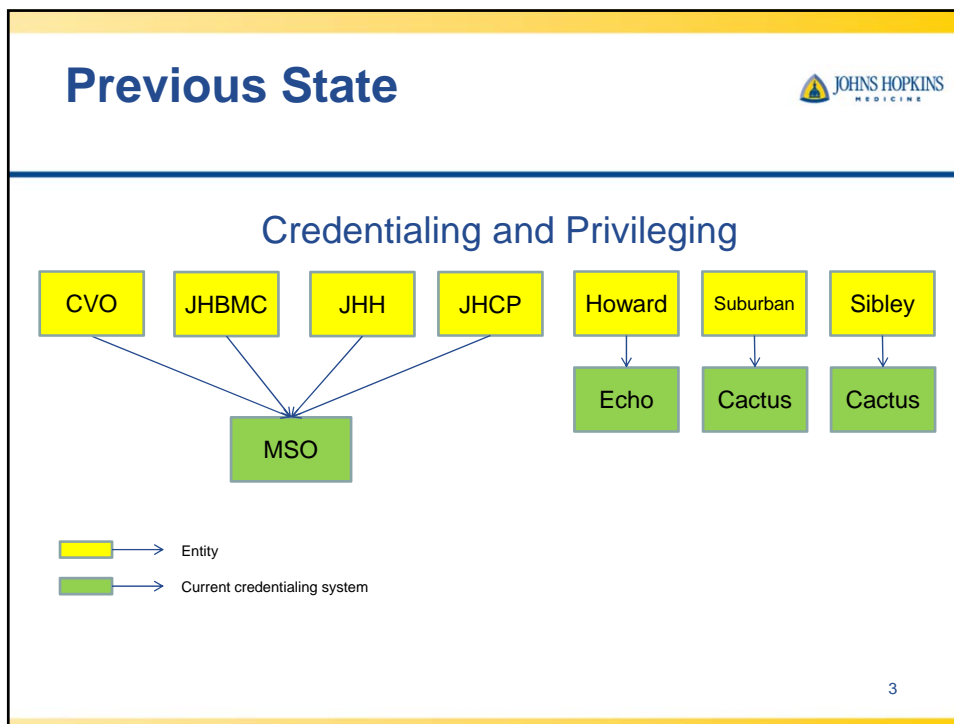
About Johns Hopkins Medicine



- 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.



2



In the Beginning Johns Hopkins Health System

2001-2013

Internal Centralized Verification Office

- 3 clients (two academic hospitals, one physician practice)
- 4000+ 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

4

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)

5

Aggressive Timeline

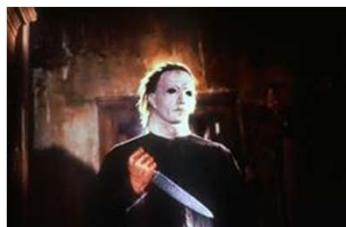


Schedule

- 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

6

We went live on Halloween?



7

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

8

Internal MSOW Committees



Committees

- Contract Group – Included lawyer and Senior IT Management
- Core Group – Morrissey PM and JHHS Leadership
- PCCB Committee
- Data Standardization Committee
- Steering Committee – Morrissey 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

Morrissey Project Management

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

Meeting Subject: MSOW Weekly Status Call		Location: Conf Call																																									
Date: 8/27/14	Time: 2:00pm ET (1:00pm CT)	Conf #: 877-927-4468 P20: 5025501	Webex: https://connect.johnshopkins.edu/MSOW																																								
Facilitator: Jennifer Green		Facilitator: Jennifer Green																																									
<table border="1"> <tr> <th>Trainee</th> <th>Division/Location</th> <th>Time Assigned</th> <th>Monitor</th> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Bethesda</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> <tr> <td>Johns Hopkins</td> <td>Division/Location</td> <td>Time Assigned</td> <td>Monitor</td> </tr> </table>		Trainee	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Bethesda	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor	Johns Hopkins	Division/Location	Time Assigned	Monitor		
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MSOW Steering Committee																																											
MSOW Steering Committee Items																																											
1. Mike Driscoll to discuss insurance updates and past ha data not updated items																																											
2. 2014 MSOW Conversion and Training Schedule																																											
<ul style="list-style-type: none"> 3/17/2014 Suburban 18 days until go live 3/17/2014 Sibley 18 days until go live 4/21/2014 Howard County 33 days until go live <ul style="list-style-type: none"> • Week of 2/24 - Prelim conversion data merge into MSOW DEV 																																											
Downtime planning																																											
<ul style="list-style-type: none"> • All tools and new backup of CACTUS due on Friday, 2/28/2014 • Suburban and Sibley: for 2/28 - 3/17 • MSOW PROQ Downtime Planning - Monday, 3/17 • Activities for March 17th (8am - 1pm EST) <ul style="list-style-type: none"> a) Confirm PROQ backup taken prior to merge (DK) b) Morrissey performs data scripting c) IT validation d) Core Group Validation e) Suburban/Sibley data validation f) Take backup of MSOW PROQ g) Restore onto MSOW TEST 																																											
3. Weekly Agenda Topics: <ul style="list-style-type: none"> • MCC Update • PPPE Training Recap • Progress Update 																																											
On-site Training Event	MSOW Go-Live Training # 2 with Robin Zych scheduled for 3/18/14 - 3/21/14																																										
Remote Training Event	Web training for team members - Tentatively scheduled first week of March.																																										
Upcoming Status Calls:																																											

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

4. Constraints and Assumptions

The following constraints and assumptions apply. The following deliverables must be met by the target. If the data are not ready, project will be in danger of being reworked. (add about time that it should be met)

Conversion 1 - MSOW to MSOW database conversion

- Interim Migration Database
- Performance Conversion Database
- Reporting Conversion Database
- On-Line Conversion Data

4.1. Deliverables

This section lists the tasks and their status.

Task	Start Date	End Date	Status
1. Data Migration	08/01/14	08/15/14	Complete
2. Data Conversion	08/16/14	08/31/14	In Progress
3. Data Validation	09/01/14	09/15/14	Not Started
4. Data Archiving	09/16/14	09/30/14	Not Started
5. Data Backup	09/31/14	10/15/14	Not Started
6. Data Purge	10/16/14	10/31/14	Not Started
7. Data Restore	11/01/14	11/15/14	Not Started
8. Data Verification	11/16/14	11/30/14	Not Started
9. Data Reporting	12/01/14	12/15/14	Not Started
10. Data Archiving	12/16/14	12/31/14	Not Started
11. Data Backup	01/01/15	01/15/15	Not Started
12. Data Purge	01/16/15	01/31/15	Not Started
13. Data Restore	02/01/15	02/15/15	Not Started
14. Data Verification	02/16/15	02/31/15	Not Started
15. Data Reporting	03/01/15	03/15/15	Not Started
16. Data Archiving	03/16/15	03/31/15	Not Started
17. Data Backup	04/01/15	04/15/15	Not Started
18. Data Purge	04/16/15	04/31/15	Not Started
19. Data Restore	05/01/15	05/15/15	Not Started
20. Data Verification	05/16/15	05/31/15	Not Started
21. Data Reporting	06/01/15	06/15/15	Not Started
22. Data Archiving	06/16/15	06/31/15	Not Started
23. Data Backup	07/01/15	07/15/15	Not Started
24. Data Purge	07/16/15	07/31/15	Not Started
25. Data Restore	08/01/15	08/15/15	Not Started
26. Data Verification	08/16/15	08/31/15	Not Started
27. Data Reporting	09/01/15	09/15/15	Not Started
28. Data Archiving	09/16/15	09/31/15	Not Started
29. Data Backup	10/01/15	10/15/15	Not Started
30. Data Purge	10/16/15	10/31/15	Not Started
31. Data Restore	11/01/15	11/15/15	Not Started
32. Data Verification	11/16/15	11/31/15	Not Started
33. Data Reporting	12/01/15	12/15/15	Not Started
34. Data Archiving	12/16/15	12/31/15	Not Started
35. Data Backup	01/01/16	01/15/16	Not Started
36. Data Purge	01/16/16	01/31/16	Not Started
37. Data Restore	02/01/16	02/15/16	Not Started
38. Data Verification	02/16/16	02/31/16	Not Started
39. Data Reporting	03/01/16	03/15/16	Not Started
40. Data Archiving	03/16/16	03/31/16	Not Started
41. Data Backup	04/01/16	04/15/16	Not Started
42. Data Purge	04/16/16	04/31/16	Not Started
43. Data Restore	05/01/16	05/15/16	Not Started
44. Data Verification	05/16/16	05/31/16	Not Started
45. Data Reporting	06/01/16	06/15/16	Not Started
46. Data Archiving	06/16/16	06/31/16	Not Started
47. Data Backup	07/01/16	07/15/16	Not Started
48. Data Purge	07/16/16	07/31/16	Not Started
49. Data Restore	08/01/16	08/15/16	Not Started
50. Data Verification	08/16/16	08/31/16	Not Started
51. Data Reporting	09/01/16	09/15/16	Not Started
52. Data Archiving	09/16/16	09/31/16	Not Started
53. Data Backup	10/01/16	10/15/16	Not Started
54. Data Purge	10/16/16	10/31/16	Not Started
55. Data Restore	11/01/16	11/15/16	Not Started
56. Data Verification	11/16/16	11/31/16	Not Started
57. Data Reporting	12/01/16	12/15/16	Not Started
58. Data Archiving	12/16/16	12/31/16	Not Started
59. Data Backup	01/01/17	01/15/17	Not Started
60. Data Purge	01/16/17	01/31/17	Not Started
61. Data Restore	02/01/17	02/15/17	Not Started
62. Data Verification	02/16/17	02/31/17	Not Started
63. Data Reporting	03/01/17	03/15/17	Not Started
64. Data Archiving	03/16/17	03/31/17	Not Started
65. Data Backup	04/01/17	04/15/17	Not Started
66. Data Purge	04/16/17	04/31/17	Not Started
67. Data Restore	05/01/17	05/15/17	Not Started
68. Data Verification	05/16/17	05/31/17	Not Started
69. Data Reporting	06/01/17	06/15/17	Not Started
70. Data Archiving	06/16/17	06/31/17	Not Started
71. Data Backup	07/01/17	07/15/17	Not Started
72. Data Purge	07/16/17	07/31/17	Not Started
73. Data Restore	08/01/17	08/15/17	Not Started
74. Data Verification	08/16/17	08/31/17	Not Started
75. Data Reporting	09/01/17	09/15/17	Not Started
76. Data Archiving	09/16/17	09/31/17	Not Started
77. Data Backup	10/01/17	10/15/17	Not Started
78. Data Purge	10/16/17	10/31/17	Not Started
79. Data Restore	11/01/17	11/15/17	Not Started
80. Data Verification	11/16/17	11/31/17	Not Started
81. Data Reporting	12/01/17	12/15/17	Not Started
82. Data Archiving	12/16/17	12/31/17	Not Started
83. Data Backup	01/01/18	01/15/18	Not Started
84. Data Purge	01/16/18	01/31/18	Not Started
85. Data Restore	02/01/18	02/15/18	Not Started
86. Data Verification	02/16/18	02/31/18	Not Started
87. Data Reporting	03/01/18	03/15/18	Not Started
88. Data Archiving	03/16/18	03/31/18	Not Started
89. Data Backup	04/01/18	04/15/18	Not Started
90. Data Purge	04/16/18	04/31/18	Not Started
91. Data Restore	05/01/18	05/15/18	Not Started
92. Data Verification	05/16/18	05/31/18	Not Started
93. Data Reporting	06/01/18	06/15/18	Not Started
94. Data Archiving	06/16/18	06/31/18	Not Started
95. Data Backup	07/01/18	07/15/18	Not Started
96. Data Purge	07/16/18	07/31/18	Not Started
97. Data Restore	08/01/18	08/15/18	Not Started
98. Data Verification	08/16/18	08/31/18	Not Started
99. Data Reporting	09/01/18	09/15/18	Not Started
100. Data Archiving	09/16/18	09/31/18	Not Started

JHH - Standardization Outline

System Configuration
4 environments - Prod, Test, Dev and a disaster recovery DB
Prelims will be delivered into Dev, at go-live Prod and Test

IS
IO, 2 Cactus and Echo (also includes 2 image conversions)


Agee - Currently not purchased but if module is added prior to go-live will need to on and possible 2 additional data conversions

th Apogee

th Epic
link two systems together (more discussion is needed to determine the primary P17)
ners are currently in Epic and not in MSO (and will most likely remain this way in

th MCCM

8/3/2014

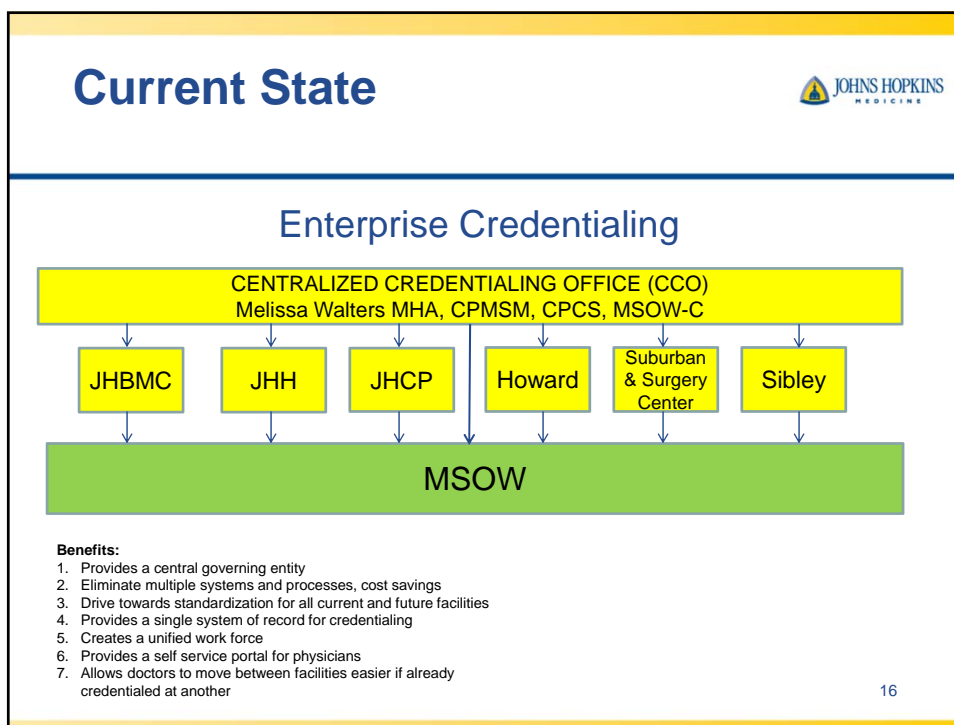
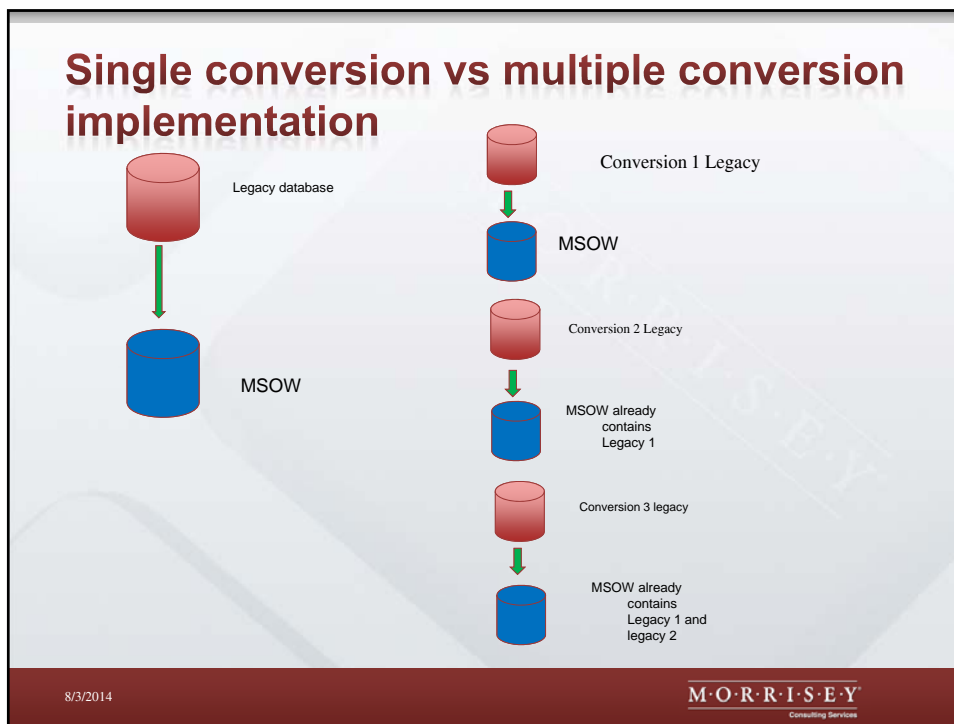

13

Customizations and Clean-up Rules

Table/Field	Rule
LD Employer	New Location in MSOW General Tab (Drop down) will remain LD off Staff id=Employer
Visa info in Med_prof_user [VisaApplicable] [int] NULL, [VisaType] [varchar(12)] NULL, [VisaInstanceDate] [datetime] NULL, [VisaValidToDate] [datetime] NULL, [VisaIssomer] [varchar(12)] NULL, [VisaNSpermWork] [int] NULL, [VisaNSpermPatientCare] [int] NULL, [VisaNSponsorPatientCare] [int] NULL, [VisaNSponsorPatientCare] [int] NULL, [VisaNSponsorPatientCare] [int] NULL,	Table/Field General Phone numbers Morrisey to provide mapping documents based on NPLSSN and Last Name Date of Birth. May want to look at only Active/Applicant practitioners.
Personal Liability info [ProfLiabContinuou [ProfLiabMalpractio [ProfLiabMalpractio [ProfLiabEverDenie [ProfLiabTailCovers [ProfLiabTailCovCan [ProfLiabTailCovRef [ProfLiabTailCovAlm [ProfLiabTailCovExp [LitigationClaims [NonLitigationClaim [ProfLiabClaimMade	Duplicate Practitioners Allied Health Sponsors JHH stores Practitioner facility level ID number (first five characters in Allied Health Sponsor text field). This facility id corresponds to the sponsoring practitioner. No allied health sponsor tool will be needed.
Med_prof [MEDID] [int] [MED2] [varchar(30)] [MED2] [varchar(30)]	Practitioner Facility ID Number Practitioner ID number Currently contains the JED ID for JHH. This ID is manually entered do not convert data in the field from MSO
[idServiceCodes] [nvarchar(100)] [nvarchar(100)] [nvarchar(100)] [nvarchar(100)]	Practitioner Staff Level Comment Attention move to facility level from Cred and Hosp need to add to tool and may need additional Business Rule for conversion

8/3/2014


14



After the Implementation Johns Hopkins Health System



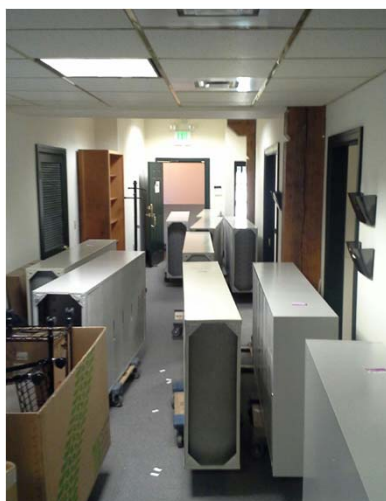
2014 to Present

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

17

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

18

MSOW Implementation



What was it really like implementing such an aggressive timeline?

19

High Speed



This page insert as a place hold for video

20

Technology 

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



21

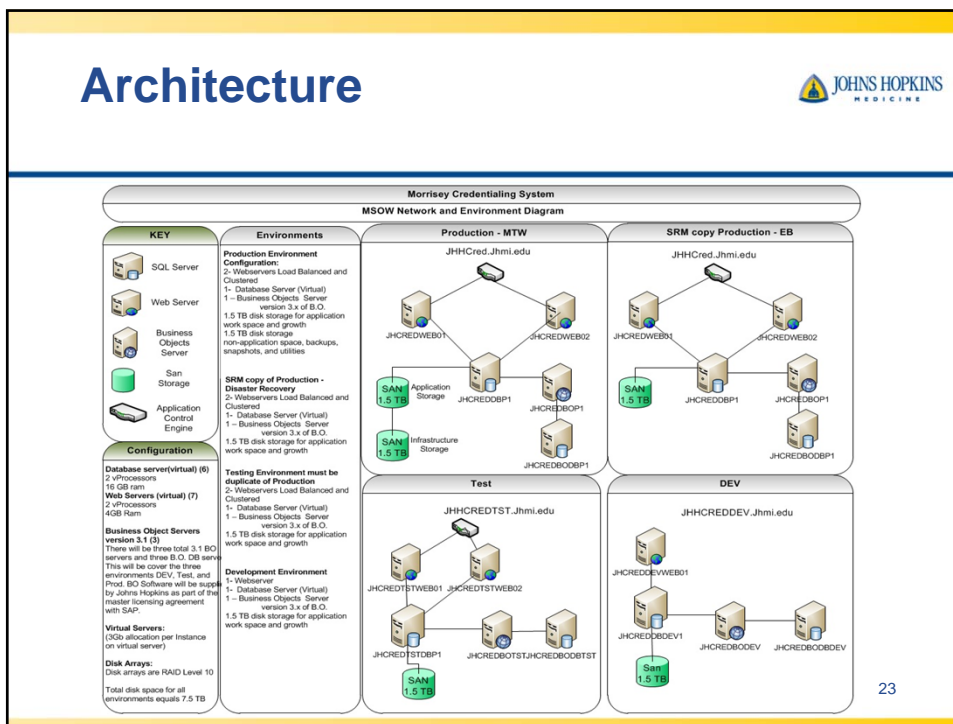
What makes up MSOW? 

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

22

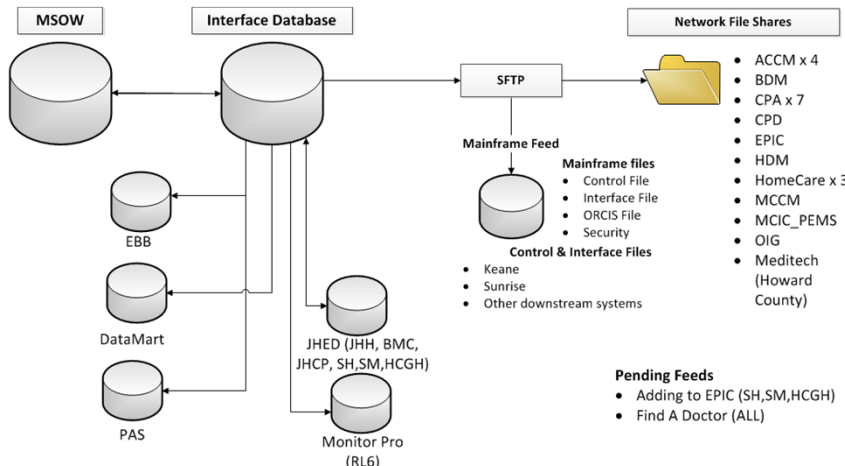
Architecture

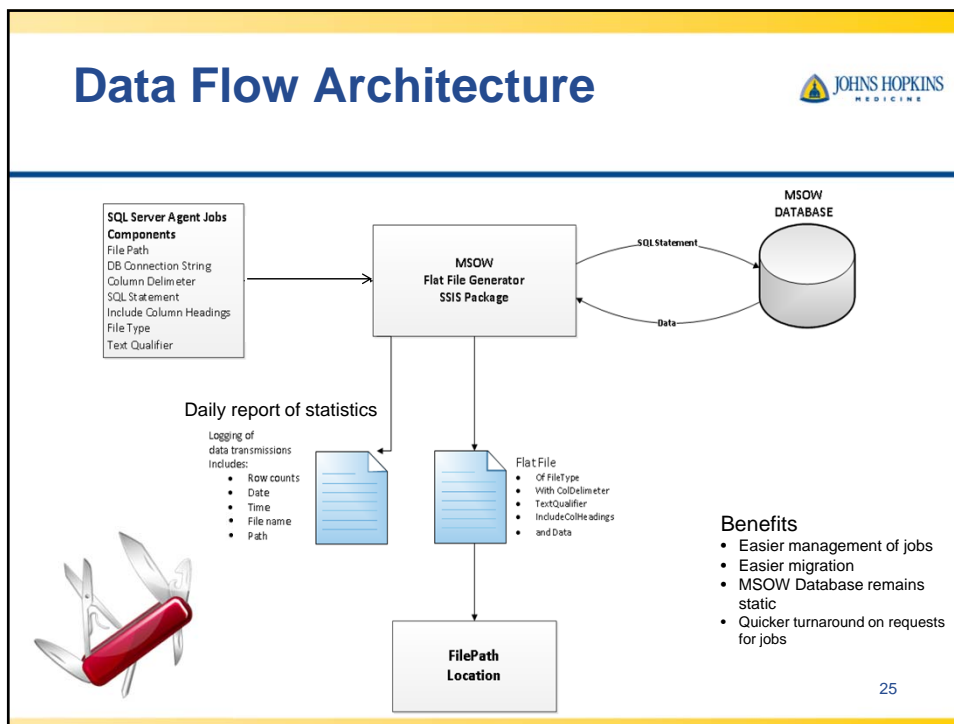


Interfaces & Enhanced Transmission Process




Reduced data connections from 32 to 18





- ## 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/FPPE 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
- 26

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.

Document Libraries	
Contract Exhibits	<p>Contract Exhibits</p> <p>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.</p>
Technical Documentation	<p>Technical Documentation</p> <p>Includes Morrisey Documentation, Project Documentation, and Technical information</p>
Finance/Budget	<p>Credentialing Documentation</p> <p>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.</p>
Meeting Minutes	<p>Reports Library</p> <p>Includes sample reports from MSOW and current reports from the facilities</p>
Credentialing Documentation	
Training Information	
Reports	
Preliminary Documents	
DEMO - Sales	
DEMO - Custom (scenarios)	

27

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

28

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

29

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

30

Questions?

It's **QUESTION TIME!!**

JOHNS HOPKINS MEDICINE

31