

“WE’RE GOING TO NEED A BIGGER BOAT”:

Implementing a CVO Within a Rapidly Growing Health System



NAVIGATING THE UNKNOWN

Timeline of growth and expansion

- ▶ Penn State University Milton S. Hershey Medical Center (1970)
 - ▶ Merger with Geisinger (1997-2000)
- ▶ 2015-2022 (from 1,000 to 3,400 providers)
 - ▶ St. Joseph Medical Center
 - ▶ PALS (Community Medical Group) – 2017
 - ▶ Holy Spirit Hospital (2020)
 - ▶ Hampden Medical Center (2021)
 - ▶ Lancaster Medical Center (2022)
 - ▶ Pennsylvania Psychiatric Institute (2008/2023)



STORM CLOUDS AHEAD

- ▶ Were we the right crew for the ship
 - ▶ Identifying staff and structure (conversations started in 2018)
- ▶ Checking our equipment
 - ▶ Identifying resources
- ▶ Education and Compliance
 - ▶ Educating leaders and changing course while maintaining compliance
 - ▶ Navigating the political waters
 - ▶ Stayed on course with our knowledge and confidence in our process



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BUILDING THE BOAT

- ▶ Management of Credentialing without Authority (2020-2022)
- ▶ DON'T FORGET ABOUT COVID
 - ▶ Implemented new database (built workflows)
- ▶ Separating from the “mother ship”
- ▶ Leadership and Shared Services
 - ▶ Proving our worth (2019-2021)
 - ▶ Establishing a position that maintained oversight of processes
 - ▶ Director (January 2021)
 - ▶ Budgets, Positions (Team Leads)
 - ▶ Medical Staff Office Managers



ORGANIZING AND ASSIGNING THE CREW

CVO Team:

Director – Kathy

Lead Credentialing Specialists:

Erin – Database/Security Analyst

Katie – Credentialing Coordinator

Melissa – Quality Control and Auditing

- ▶ *Credentialing Specialists* are assigned to specific departments.
- ▶ Each lead is also responsible for specified departments.

MSOs

Hershey Medical Center

Hampden Medical Center

Holy Spirit Medical Center

Community Medical Group

Lancaster Medical Center

St. Joseph Medical Center

Pennsylvania Psychiatric Institute



KEEPING EVERYONE ON BOARD

CREDENTIALING COORDINATOR– KATIE

Manages the day-to-day work flows and priorities to ensure files are ready for the monthly agenda

Weekly:

- ▶ Conducts weekly meetings with the MSOs to discuss file priorities and any concerns
- ▶ Holds weekly meetings with Credentialing Specialists to discuss priorities and issues
- ▶ Liaison between the CVO, MSOs, and Department Contacts
- ▶ Sends a spreadsheet to Credentialing Specialists to help prioritize files – with added notes
 - ▶ Sent at the end of one week to prepare for the following week

How do you save a dying
Pirate?

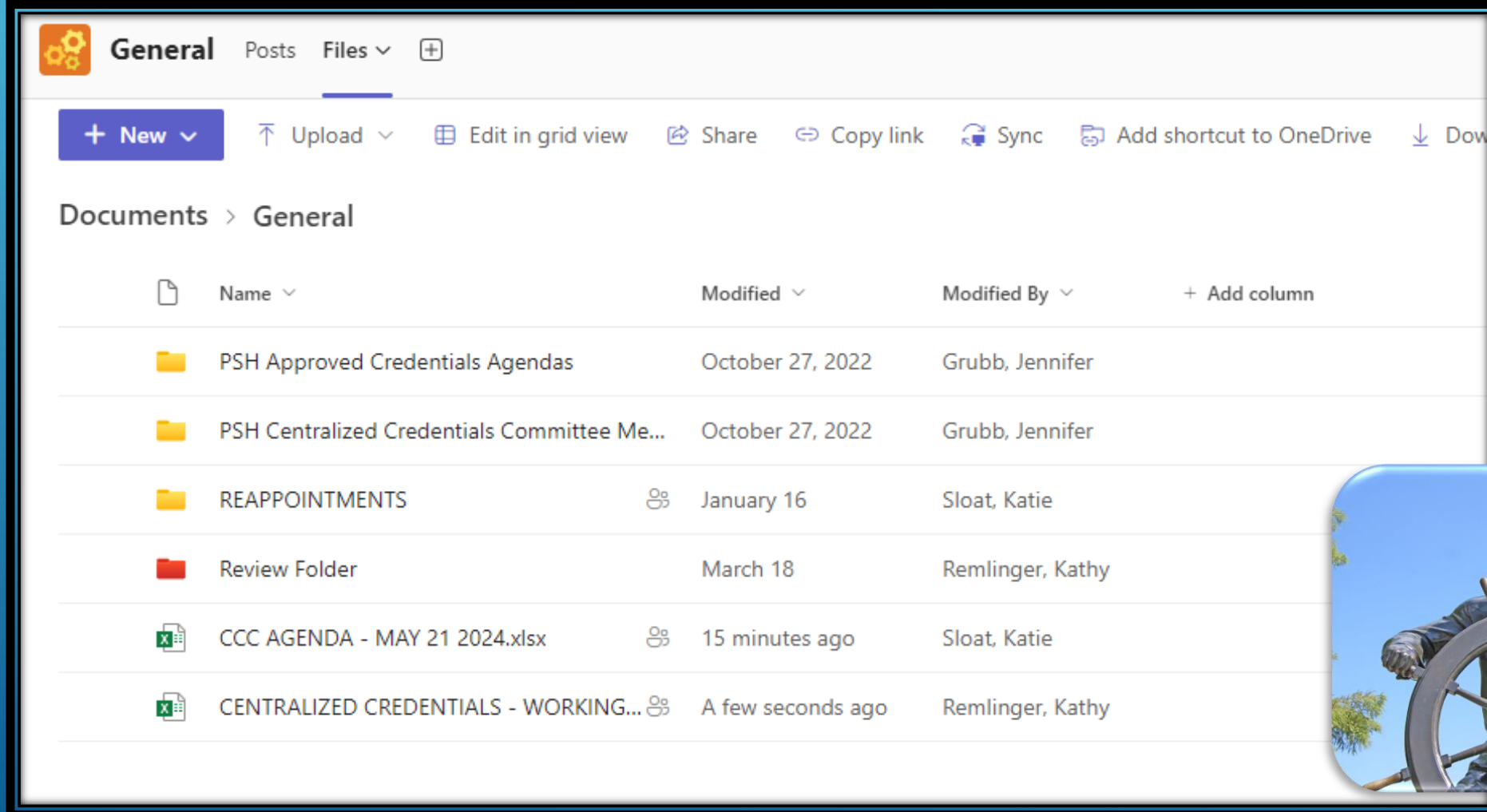
CP...ARRRRRRR



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FULL STEAM AHEAD!

- ▶ Teams is utilized to share agendas and files with various stakeholders
 - ▶ Multiple users can access and edit the same information simultaneously



The screenshot shows the Microsoft Teams interface for a channel named 'General'. The 'Files' tab is selected, displaying a list of documents and folders. The interface includes a top navigation bar with 'General', 'Posts', and 'Files' tabs. Below this is a toolbar with options like '+ New', 'Upload', 'Edit in grid view', 'Share', 'Copy link', 'Sync', 'Add shortcut to OneDrive', and 'Download'. The main content area shows a table of files with columns for Name, Modified, and Modified By.

Name	Modified	Modified By
PSH Approved Credentials Agendas	October 27, 2022	Grubb, Jennifer
PSH Centralized Credentials Committee Me...	October 27, 2022	Grubb, Jennifer
REAPPOINTMENTS	January 16	Sloat, Katie
Review Folder	March 18	Remlinger, Kathy
CCC AGENDA - MAY 21 2024.xlsx	15 minutes ago	Sloat, Katie
CENTRALIZED CREDENTIALS - WORKING...	A few seconds ago	Remlinger, Kathy



ALL HANDS ON DECK!



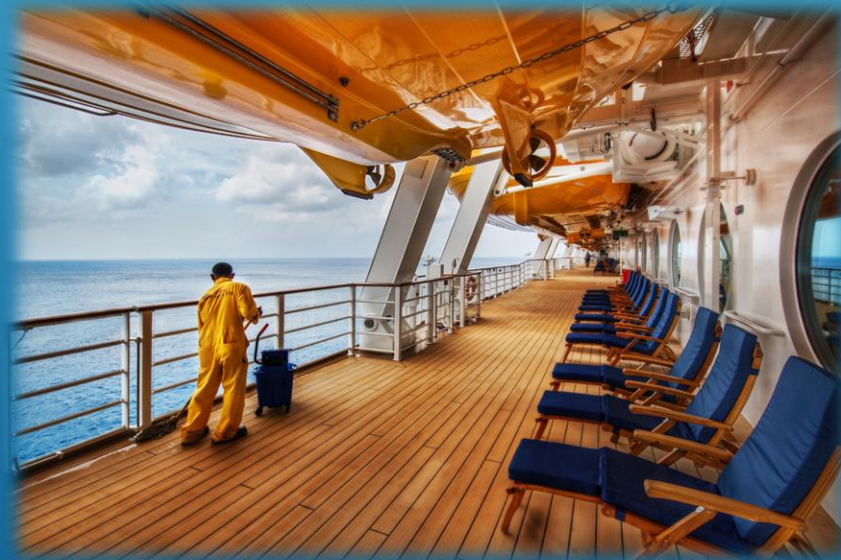
ENTITY/FACILITY APPOINTMENT																					
Employment Status/Entity	IS	MPDEN	ISHEY	LYSPIRIT	ICASTER	JOSEPH	IC	TUAL	Last	First	Midd	Deg	Cred Specia	Specialty	REVIEW FILE	File Status/Pending Verifications	ENTITY NOTES	PROPOSED START DA			
Employed-SJMC						X			Brake	Joseph	J.	CRNA	Justin	Anesthesiology		4/17: 1x Reference; 2x Claims		6/3/2024			
Locum Tenen						X			Feliciano	Aurelio	Rodrigues	MD	Justin	Anesthesiology		App Sent 4/22/2024	Need to verify start date with Locumsmart/Department	6/17/2024			
Employed-SJMC			X			X			Shannon	Meghan		CRNA	Justin	Anesthesiology		App Sent 4/12/2024	Hire Date: 5/20/2024, Department would like the clinical start date the same day if possible. JG; must go to credentials committee (KAR)	5/22/2024			
Locum Tenen						X			Simpson	Nicole	A.	MD	Justin	Anesthesiology		4/22: State License AA0005242445-4/2: Application and fee not submitted		6/17/2024			
Employed-MSHMC			X						Thickey	Slade		CRNA	Justin	Anesthesiology		4/16: Application Entered: Verifications to be Pulled upon graduation (5/30/2024)		6/3/2024			
Employed-CMG				X					Wirth	Mackenzie		CRNA	Justin	Anesthesiology		4/16: Application Entered: Verifications to be Pulled upon graduation (5/9/2024)		6/3/2024			
Employed-SJMC						X			Zimmerman	Beata		CRNA	Justin	Anesthesiology		App Sent 2/14/2024 (Reminder from Esther 3/5, 3/6, 3/25) Incomplete Application Returned 4/15	4/8: requested delay of start date until after next Cred meeting; pending response from HR - change in start date (4/9)	5/22/2024			
Employed-MSHMC			X						Brouse	Danielle		PA-C	Michele	CT Surgery		Cross Cred App Received 4/19/2024	Pending Confirmation from HR to move transfer date to 6/2/2024. (JG) 4/22/2024	6/30/2024			

Sample Agenda

KEEPING IT SHIP SHAPE!

QUALITY CONTROL AND AUDITING – MELISSA

- ▶ Training of incoming staff
- ▶ Provides continuous training to entire team
- ▶ Quality Review of all files prior to presentation at Monthly Credentials Committee
- ▶ Oversees annual NCQA Audit
- ▶ Monitors Telemedicine Process



What did they call the
optometrist who joined
the boat crew?

A “See” Captain!

CREDENTIALING SYSTEM ANALYST - ERIN

- ▶ Conducts quality assurance within the Cactus software to ensure data integrity
- ▶ Sets the securities of different user groups within the healthcare system to ensure that customers only have access to the information required to perform their duties
- ▶ Editing institutional information for correct and direct contact to the person needed for the verification; removes duplicate/irrelevant listings
- ▶ Manages Recredentialing Schedule
- ▶ Oversees license monitoring software
- ▶ CVO Reporting functions:
 - ▶ Expirables
 - ▶ File Status
 - ▶ Reports for various stakeholders
 - ▶ Active Providers
 - ▶ Delegated Rosters
 - ▶ Pharmacy Reports
 - ▶ Turnaround Time



CHARTING THE COURSE...



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Dashboard

Team

Personal

MSO-Hershey Sedation Privileges

Providers Full Name	Department
Ashraf R. M. Abdelhalim, MD	Anesthesiology
Benjamin Israel Abney, MD	Anesthesiology
Adam Yousuf Adenwala, MD	Anesthesiology
Sanjib Das Adhikari, MBBCh	Anesthesiology
Jonathan Aaron Anson, MD	Anesthesiology
Joseph Frederick Anselmi, MD	Anesthesiology
Rachel Elizabeth Arendts, CRNP	Anesthesiology

MSO-Ready For Committee

Assignment Category	Last Name
Active Staff	Bansil
Active Staff	Chang
Active Staff	Dalal
Active Staff	Garg
Active Staff	Gavigan
Active Staff	Gniady

PSH-30 Day ABMS Reverification

4/1/2024 (34)

MSO-30 Day Insurance Expiration

3/30/2024 (1)

MSO-APPS IN PROCESS

Employed Entity	Providers Full Name
Milton S. Hershey Medical Center	Janak Adhikari, MD
Community Medical Group	Danielle Kerrin Brouse, PA-C
Community Medical Group	Danielle Kerrin Brouse, PA-C
Community Medical Group	Richard Charles Contrata, III, DO
Milton S. Hershey Medical Center	Christian Cotton, MD
Milton S. Hershey Medical Center	Kory Dawson, MD
Milton S. Hershey Medical Center	Amanda Lee Ely, MD
Milton S. Hershey Medical Center	Benjamin Andrew Si Chung Funk, MD

MSO-90 Day ACLS/PALS Exp

4/30/2024 (38)

MSO-60 Day DEA Exp

4/30/2024 (38)

HOSC In Process

Providers NPI	Last Name
1558389247	Dalal
1992090013	Dave
1386803658	Ingraham
1487916607	Keller
1619239225	Kerris
1366753550	Pachucki
1447742176	Wingert

MSO-Recreds In Process

Employed Entity	Additional Entity
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified

MSO-MSHMC Active Staff

Employed Entity	Additional Entity
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified
Milton S. Hershey Medical Center	No Value Specified

PSH-APPS Sent Counter

4/30/2024 (38)

MSO-60 Day Board Expiration

4/30/2024 (38)

How do you make luxury yachts look younger?

“Boat-Tox”!

BATTEN DOWN THE HATCHES!



System

All System Forms

Entities - Master Setup

Security Manager

Update Provider Display Order

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Filter Users

CTC (Default Admin)
CTC (Default User)
Albert Ngo
Alex Ho
Amber Winters
Anderson Smith
Andrea Bearinger
Andrew Buckmaster
Angelique Schankweiler
Ann Guerrisi-Hawn

Filter User Groups

Hampden Read-Write
Hershey Read-Write
Holy Spirit Read-Write
Holy/Hampden Read Only
Interface Group
Lancaster Read Only
Lancaster Read-Write
PPI Read-Write
PSH Virtual Health Read-Write
PSH-CVO Read-Write

OPEN APPS BY ENTITY



Milton S. ...20
Community ...14
St. Joseph...8
Lancaster ...2
Holy Spiri...9
Hampden Me...10

Apr 24, 2024, 7:00 AM

MSO-30 Day Insurance Expiration



5/15/2024 (1)

Apr 24, 2024, 1:07 AM

ANCHORED...BUT PLOTTING OUR COURSE

- ▶ Created a strong department with competent and dedicated staff
- ▶ Building a structure that supports the future of our health system
- ▶ Significant accomplishments:
 - ▶ Team Leads and full staffing
 - ▶ Standardized work flows with Enrollment and Shared Services
 - ▶ Established relationships with MSO's/CMO's
 - ▶ Standardized bylaws and policies
 - ▶ System Credentials Committee (multi-disciplinary/entity representation)
 - ▶ Quality Standards/Auditing and Delegation Audits (future Lunch & Learn)
 - ▶ Online affiliation letters

No Idling....

- ▶ Standardized privileging and online applications
- ▶ Utilizing our database for efficiencies and provider satisfaction



WANT TO SEND US A MESSAGE IN A BOTTLE?



Kathy Remlinger – kremlinger@pennstatehealth.psu.edu

Erin Blake – eblake@pennstatehealth.psu.edu

Katie Sloat – ksloat@pennstatehealth.psu.edu

Melissa Sandy – msandy@pennstatehealth.psu.edu

THANK YOU!

