

The background features a dark blue gradient with intricate white circular patterns. On the left side, there are several concentric circles and arcs, some with numerical labels such as 40, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, and 260. On the right side, there are more circular motifs, including dashed lines and solid lines, some with arrows indicating a clockwise direction. The overall aesthetic is technical and futuristic.

# DIGITAL TRANSFORMATION AND TOMORROW'S MSP

MELISSA WALTERS, MHA, FMSP, CPMSM, CPCS

ASSISTANT VICE PRESIDENT – MEDICAL STAFF OPERATIONS

MEDSTAR HEALTH

## MELISSA WALTERS, MHA, FMSP, CPMSM, CPCS

### *Assistant Vice President, Medical Staff Operations, MedStar Health*

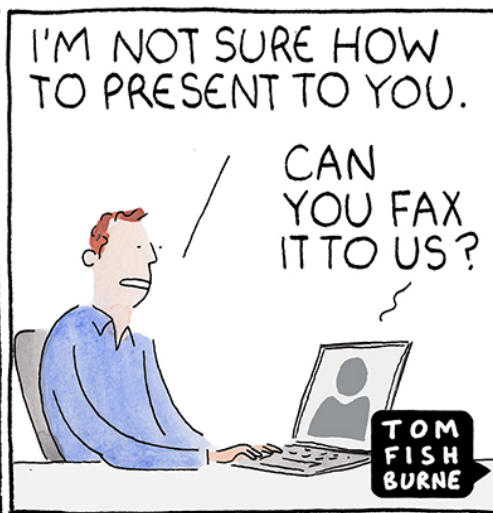
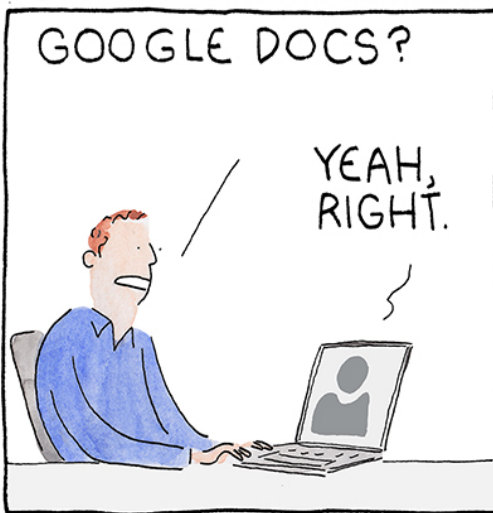
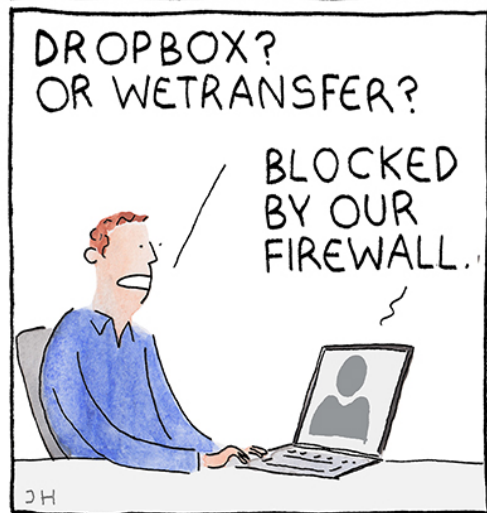
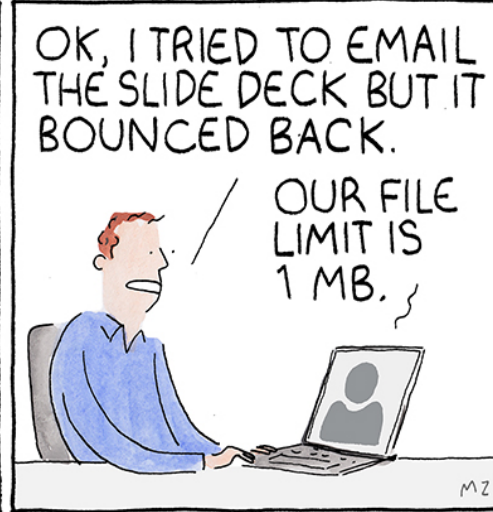
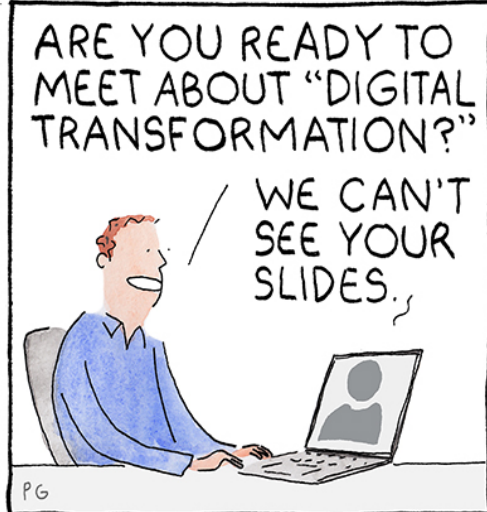


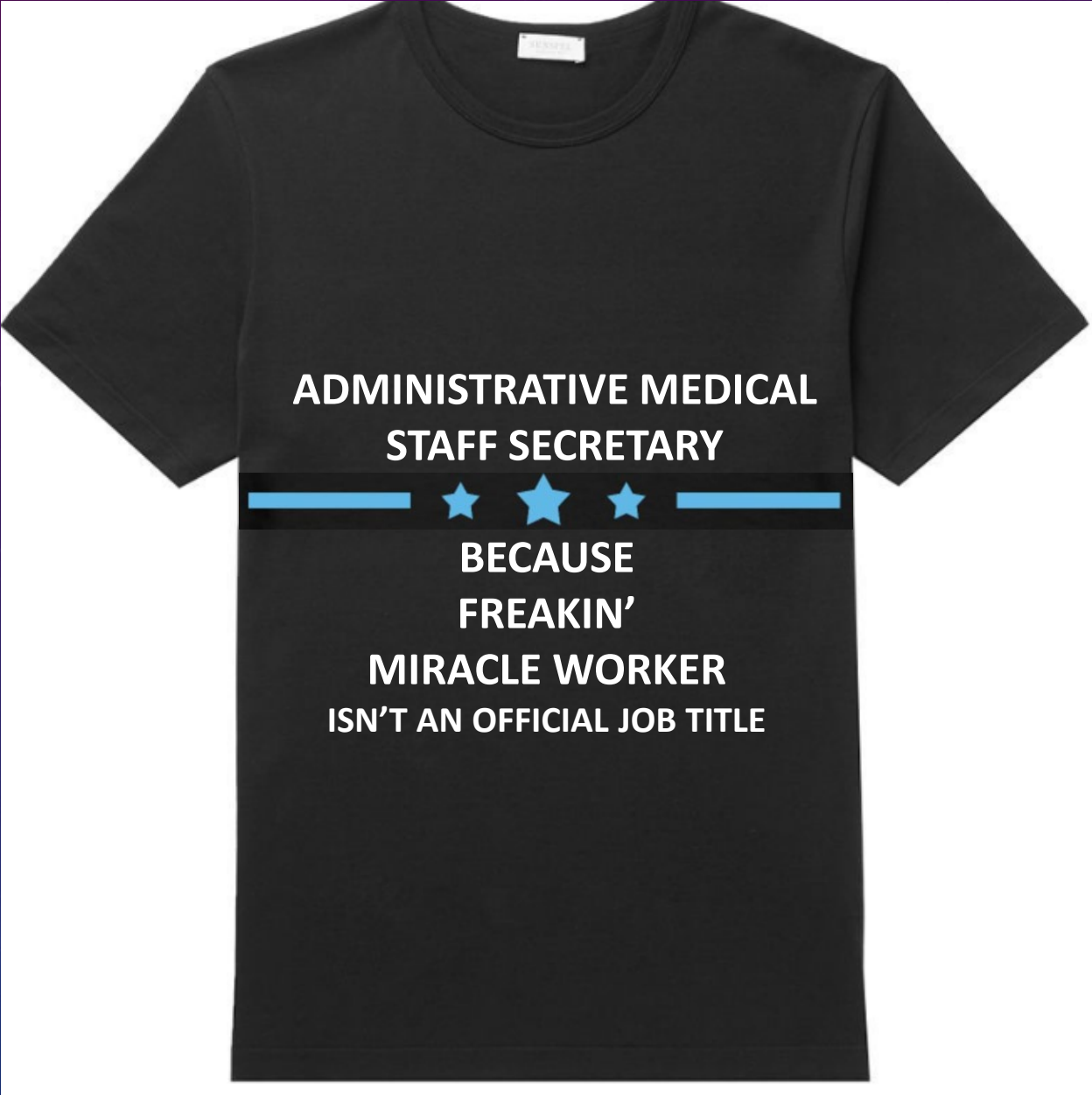
Melissa has over thirty years experience in the healthcare field as it relates to credentialing, privileging, physician contracting, compliance, and the self-governed Medical Staff. Melissa's expertise is in establishing centralized credentialing departments for large academic and community health systems while meeting various accreditation standards (i.e. TJC, HFAP and NCQA) and facility specific Bylaws, Rules and Regulations. Melissa is accomplished in helping hospitals, healthcare systems, and internal Centralized Credentialing Offices cope with an ever-changing industry and regulatory environment as an advocate for patient safety. Her projects often involve changes in operations necessary to meet accreditation and licensing standards, as well as to improve productivity and operational efficiency.

Melissa has served in various leadership positions on State and National Associations and was the President of the National Association Medical Staff Services (NAMSS) in 2013. She recently served as NAMSS as the Chair, Leadership Development Workgroup (2018 – March 2020) and is now serving NAMSS in a faculty position. Melissa often lends her expertise to state and national educational providers and professional organizations by speaking at meetings and serving on a variety of advisory boards.

Melissa holds a Master's in Health Administration, Bachelor's in Justice Studies and certification in Medical Services Management (CPMSM) and Provider Credentialing Specialist (CPCS). Melissa was inducted as a NAMSS Fellow in September 2018.







**ADMINISTRATIVE MEDICAL  
STAFF SECRETARY**



**BECAUSE  
FREAKIN'  
MIRACLE WORKER  
ISN'T AN OFFICIAL JOB TITLE**



# OBJECTIVES

- 1
  - 2
  - 3
- Inspire MSPs to work collaboratively with colleagues on developing innovative processes regarding the future of the profession.
  - Learn how digital transformation impacts the MSP.
  - Help transition MSPs' focus from the present to the future and the skill set needed for tomorrow's MSP.

Mothers/Parents

Troublemaker

Counselor/Therapists  
Bartender

Loop-hole finder

Wonder  
Woman/Superman



Miracle Worker

Crisis Manager





# NAMSS LEADERSHIP PRINCIPLES

## Constructive Relationships

*Builds and maintains professional networks (relationships) that are characterized by mutual concern and respect and serve to improve or promote strategic development.*

- Creates conditions conducive to continuous improvement and change management
- Has the courage and will to make the tough decisions.
- Confronts and resolves conflict.
- Views NAMSS staff as partners who are critical to association success, nurturing a climate of common expectations, trust, collaborative planning, joint evaluation, strong communication and mutual respect.
- Has enthusiastic followers having earned the respect and trust of colleagues, professional peers and staff.
- Values and embraces diversity.
- Fosters open, candid



# Strategic Thinking

*Ability to think strategically, challenge current beliefs/mindsets and bring tough issues to the surface even when doing so is uncomfortable; pushes for effective plans that are in line with the associations goals and objectives.*

- Delegates tasks to committees, workgroups or NAMSS staff.
- Demonstrates the ability to focus strategically for the greater good of the association.
- Looks to the future and thinks strategically.
- Focuses outward and on opportunities.
- Possesses mental toughness and resilience.
- Visionary, not task oriented.
- Focus on overall goals/objectives of the organization and not just those of individual members.

## Passion and Vigor

*Serves as an ambassador for the association and demonstrates boundless enthusiasm for NAMSS mission, vision and goals. Is self-aware and able to successfully balance professional and personal demands.*

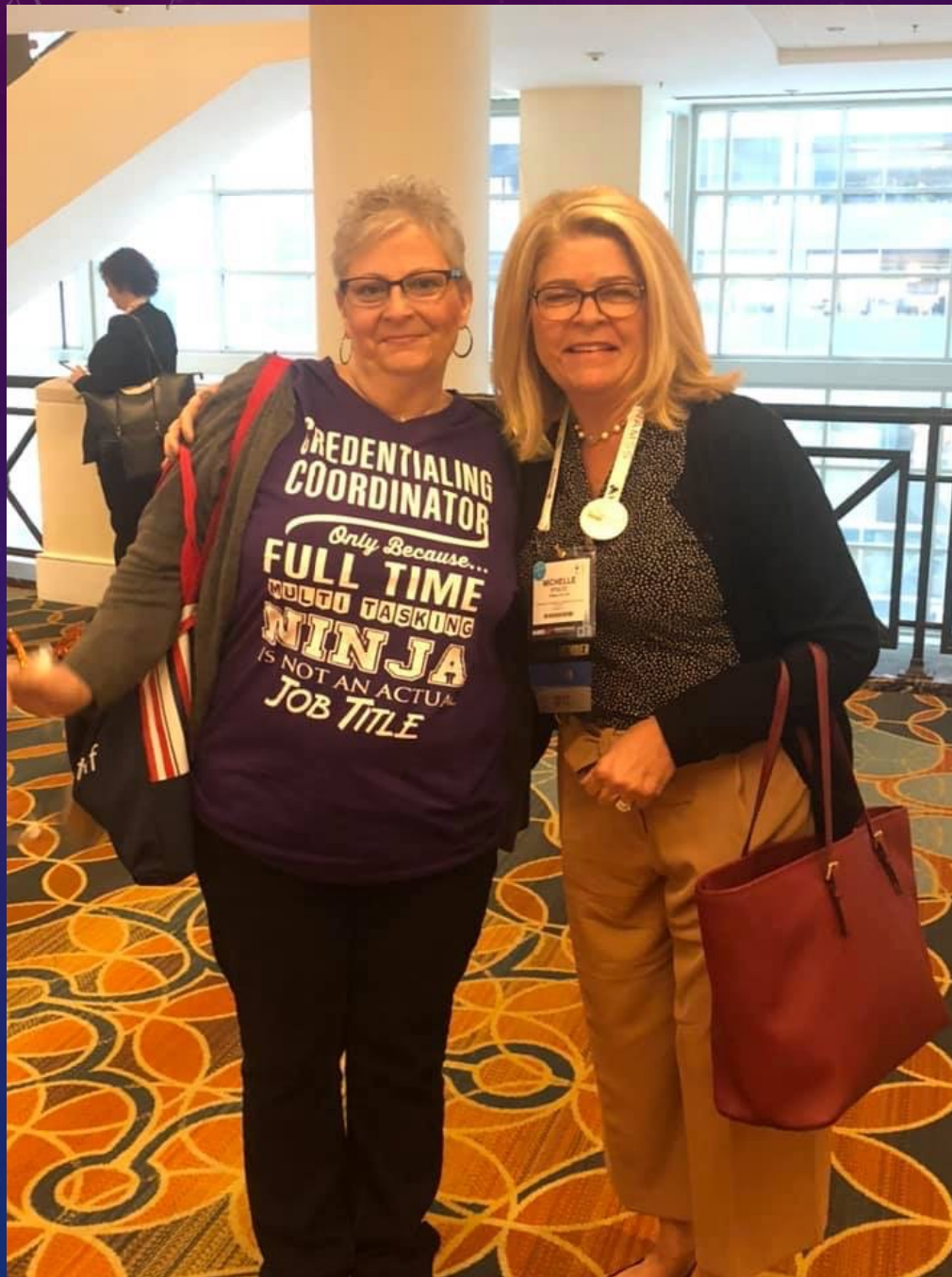
- Generously shares information, resources, praise and credit.
- Is self-aware.
- Views volunteer service as an honor, possessing passion and conviction for the associations' mission and vision.
- Is visible, available and on the front line.
- Understands the commitment of time, energy and other requirements before accepting position, taking appropriate action when unable to fulfill service commitment.
- Actively engages with industry partners and stakeholders.



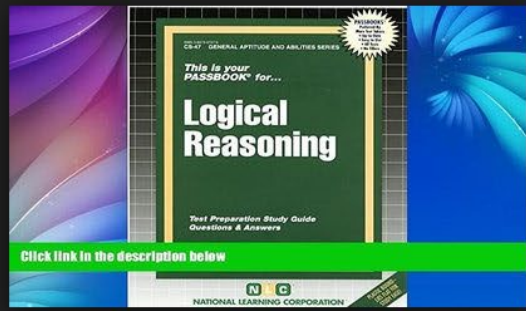
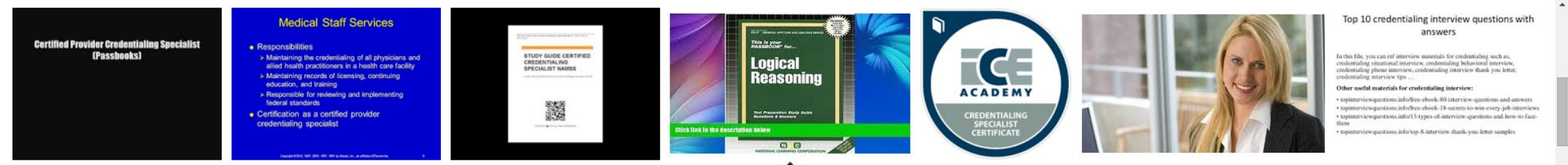
# Integrity

*Demonstrates consistent commitment to honesty and truthfulness; holds themselves and others accountable for acting with integrity and does the right thing even when it may be hard to do.*

- Puts duty and the greater good before self.
- Bases decisions and actions on core values, continually striving for clarity and buy-in.
- Holds self and others accountable for delivering on promises and performing against assigned tasks.
- Focuses on and lives by principles and values.
- Practices humility.
- Believes that most others have the best intentions





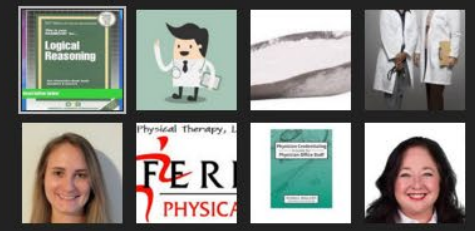


### Pre Order Certified Provider Credentialing Specialist (Pas...

Dailymotion - 412 x 240 - Search by image  
Pre Order LOGICAL REASONING (General Aptitude and Abilities Series) (Passbooks) (General Aptitude

- Visit
- View image
- Save
- View saved
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Medical Staff Coordinators

Credentialing Specialists

Credentialing Coordinators

Credentialing & Compliance Coordinators

Medical Staff & Compliance

Provider Enrollment Specialist

Managers/Directors of Medical Staff Services/Credentialing Services

Senior Director Medical Staff Services

Vice Presidents/Assistant Vice Presidents

Consultants

Authors

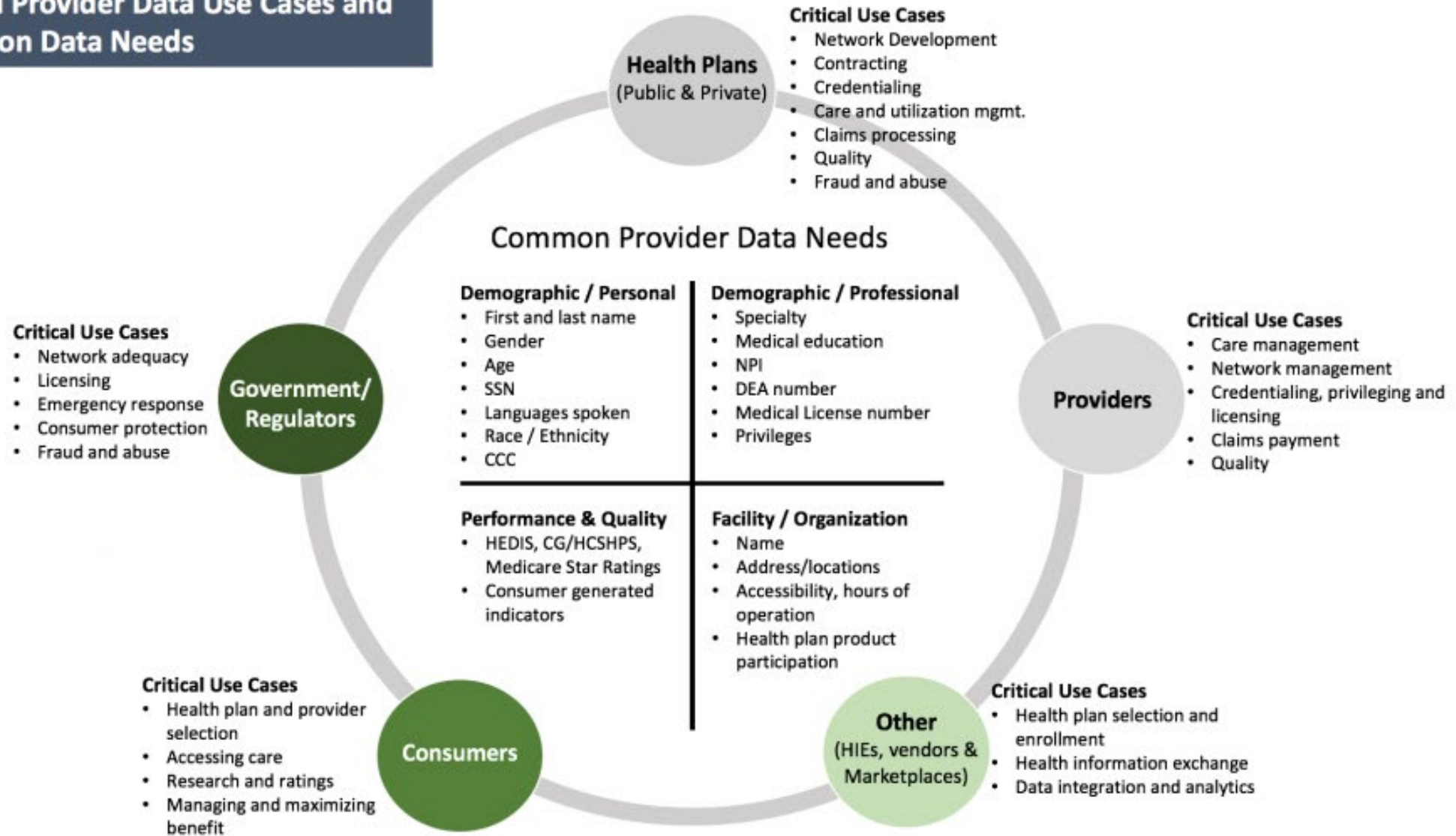
Speakers

Surveyors

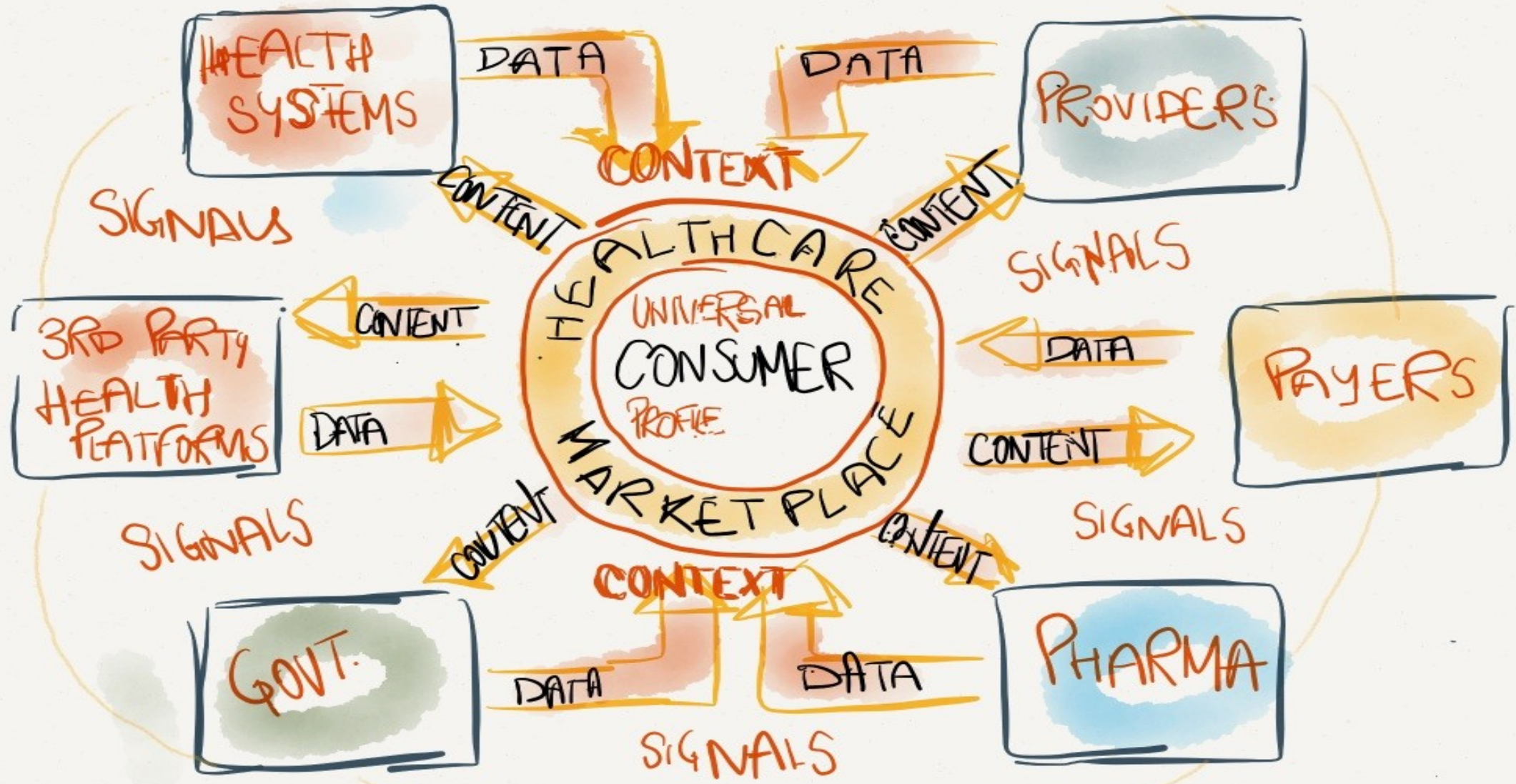
Expert Witnesses



## Critical Provider Data Use Cases and Common Data Needs



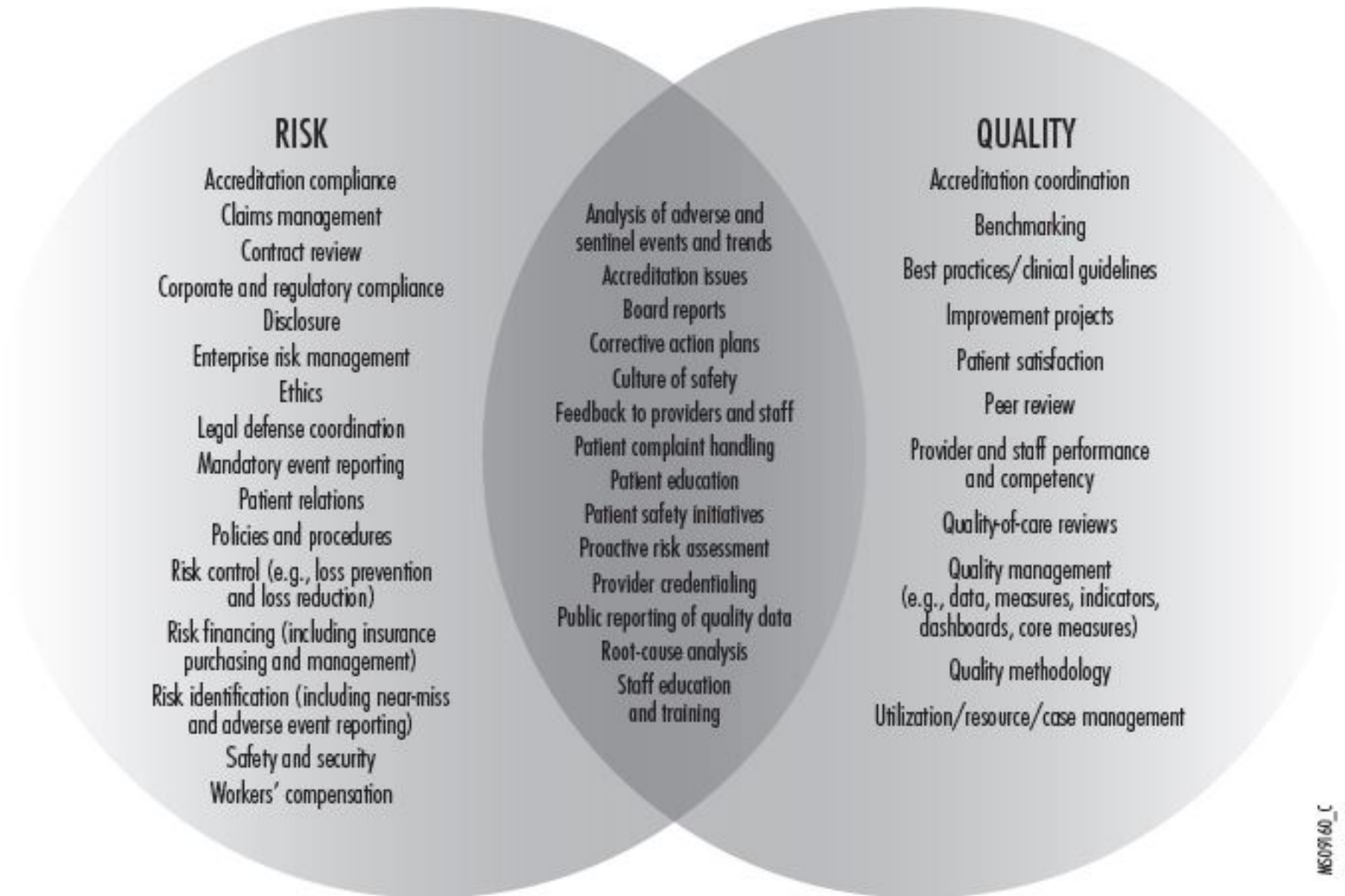
# CONNECTED HEALTHCARE ECOSYSTEM



"DATA IS THE WIRING"



Figure. Risk and Quality Functions Overlap in Patient Safety



# SKILL SET FOR TODAY'S MSPS





# 5 STAGES OF DIGITAL TRANSFORMATION

WE DON'T  
NEED TO  
CHANGE.



**DENIAL**

WHY IS  
EVERYTHING  
CHANGING?!



**ANGER**

WHAT'S THE  
MINIMUM  
WE HAVE TO  
CHANGE?



**BARGAINING**

WE'LL  
NEVER BE  
ABLE TO  
CHANGE.



**DEPRESSION**

MAYBE IF  
WE JUST  
CHANGE  
OUR CMO.



**ACCEPTANCE**

# SHALL WE PLAY A GAME?



**F HD**



# BLOCKCHAIN

Blockchain is, an immutable time-stamped series record of data that is distributed and managed by cluster of computers.

# How blockchain works

PaulDughi.com



Jim wants to send money to Mary



The transaction is represented online as a block



The block gets distributed across the network



The network verifies the transaction is valid



The block is added to the chain, reconciling across the network and creating a permanent record



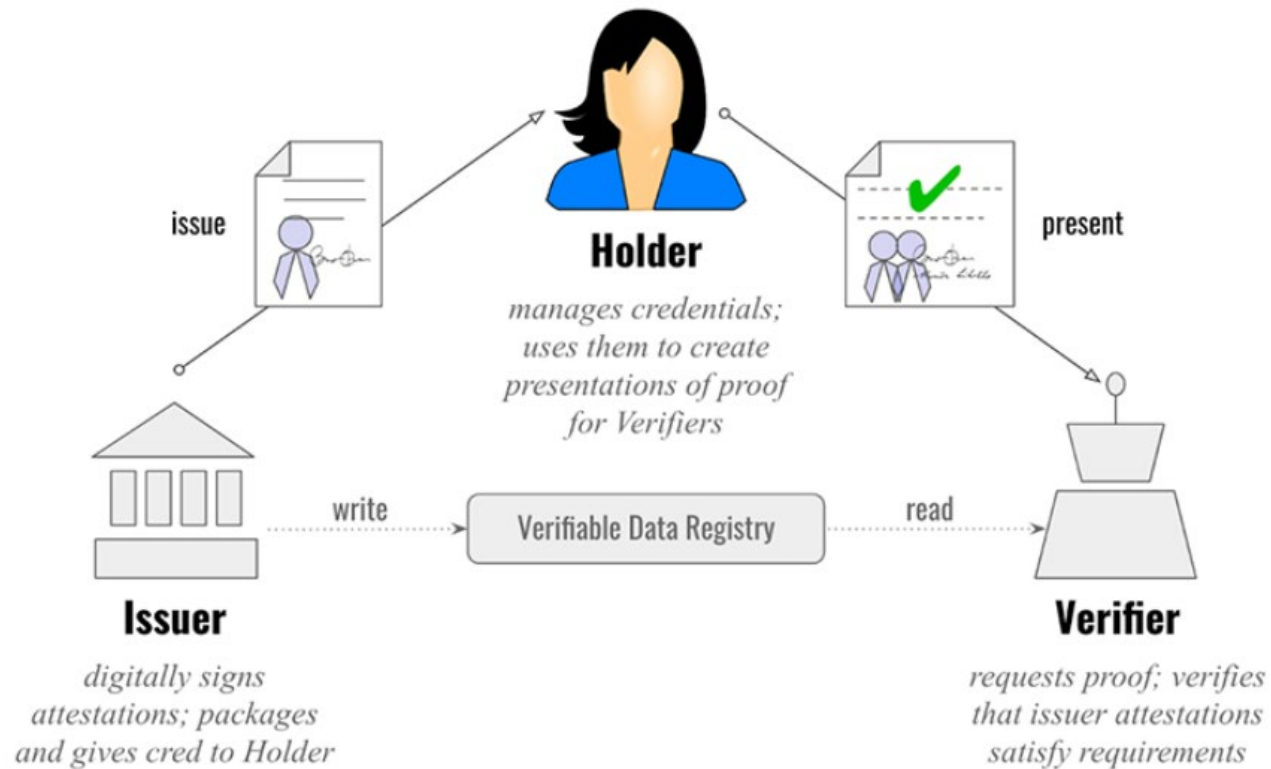
Jim's record of ownership of the money moves to Mary





# How Verifiable Credentials Work

When digital credentials conform to the W3C's Verifiable Credentials Data Model, they are called **verifiable credentials (VCs)**. They facilitate interactions using a pattern called the **triangle of trust**:



# BLOCKCHAIN

Issuers create credentials, holders store them, and verifiers ask for proof based upon them. **Verifiable presentations** are packages of evidence—either credentials, or data derived from one or more credentials—built by holders to satisfy a verifier’s requirements. Verifiers learn with certainty which issuers have attested something by checking digital signatures against a **verifiable data registry** (typically, a blockchain).



# WHAT DOES THIS MEAN?

- **No more tedious back-and-forth between verifiers and issuers.** With verifiable claims, the verifier no longer has to contact the issuer to confirm the credential. This can save admin-heavy industries like healthcare and insurance hundreds of billions each year in data verification costs. (Note: Verifiers still reserve the right to determine if an issuer is trustworthy or not.)
- **The holder keeps control and ownership over her identity.** Holders choose what they want to disclose, and to whom they want to disclose it. They can share only the required information, and nothing more. For example, they can prove they are a registered voter who hasn't yet cast a ballot, without revealing their name or government ID number.

# ONE COMPANY

axuall

How it works Customers Our Team Contact Us Press

axuall

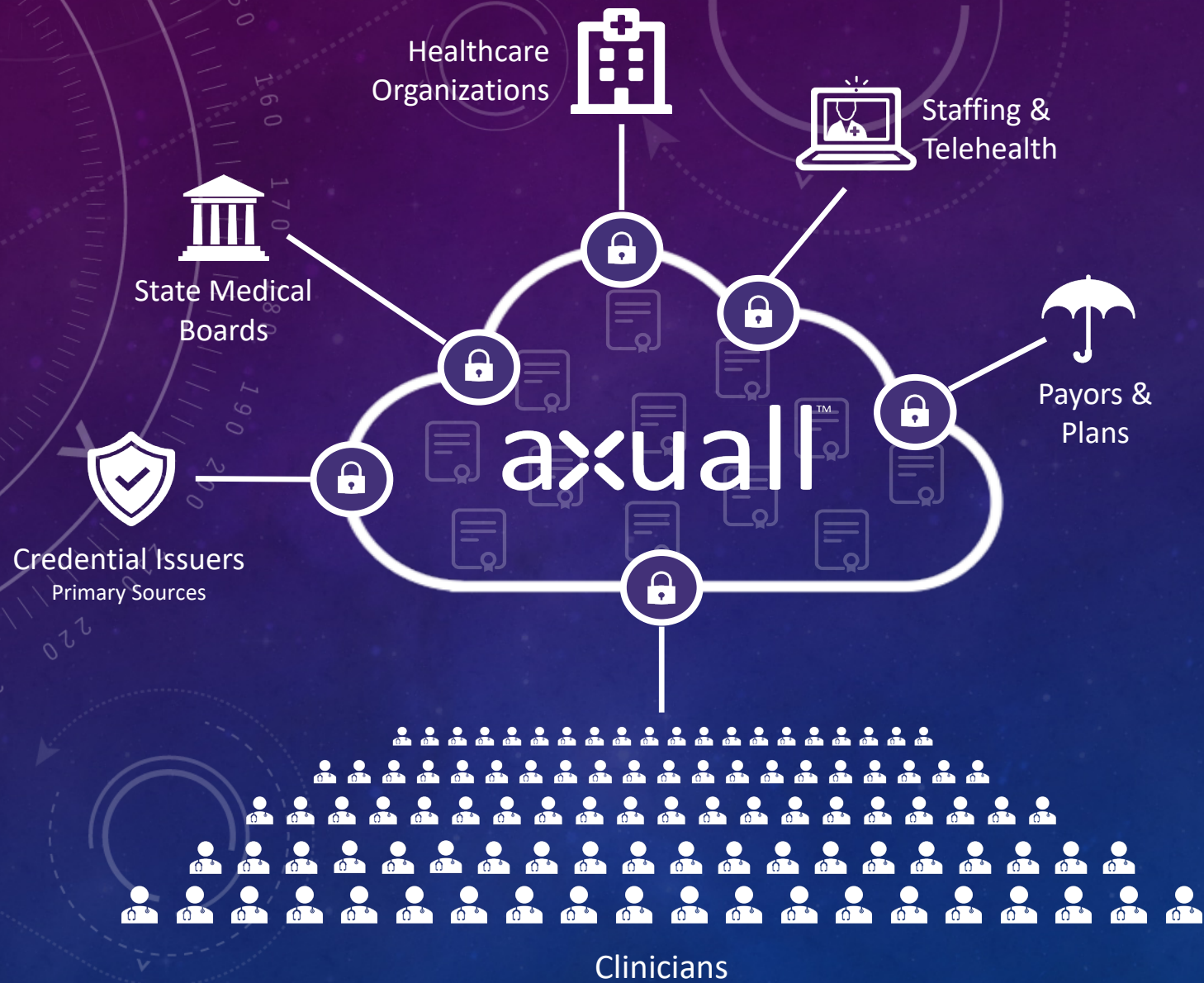
The Digital Network for Verified Facts  
End Needless Duplication

Visit with Axuall at  
**NAMSS 43<sup>RD</sup> EDUCATIONAL**  
CONFERENCE & EXHIBITION

October 19-23, 2019  
Philadelphia, PA


<https://www.axuall.com/>





## Axual's Solution

### Implementation Option 2: Direct Feed

 Elimination of manual forms entry for the clinician

Fully-automated means less effort, fewer mistakes, faster turn around ~15 minutes!



Direct Feed  
REST API or custom



Mode 2  
Full automated feed of curated credentials and evidentiary artifacts into the back office system



Med-Staff Administration

Instant access to the PSV credentials you need!

Reducing your burden and back-and-forth wait times!

### Real-Time Continuous Access to Primary Source Verification Issuers

Education, training, internships, residencies, fellowships, work history, hospital affiliations, privileges, medical licenses, board certifications, peer references, competency evaluations, DEA licenses, malpractice claims, sanctions, disclosures, etc.



WHERE SHOULD WE FOCUS THIS YEAR?



"BLOCKCHAIN"



IT WILL CHANGE EVERYTHING.



EVERYBODY IS TALKING ABOUT IT.



THE POTENTIAL APPLICATIONS ARE ENDLESS.



WE DON'T WANT TO BE LEFT BEHIND.



WHAT EXACTLY IS BLOCKCHAIN?

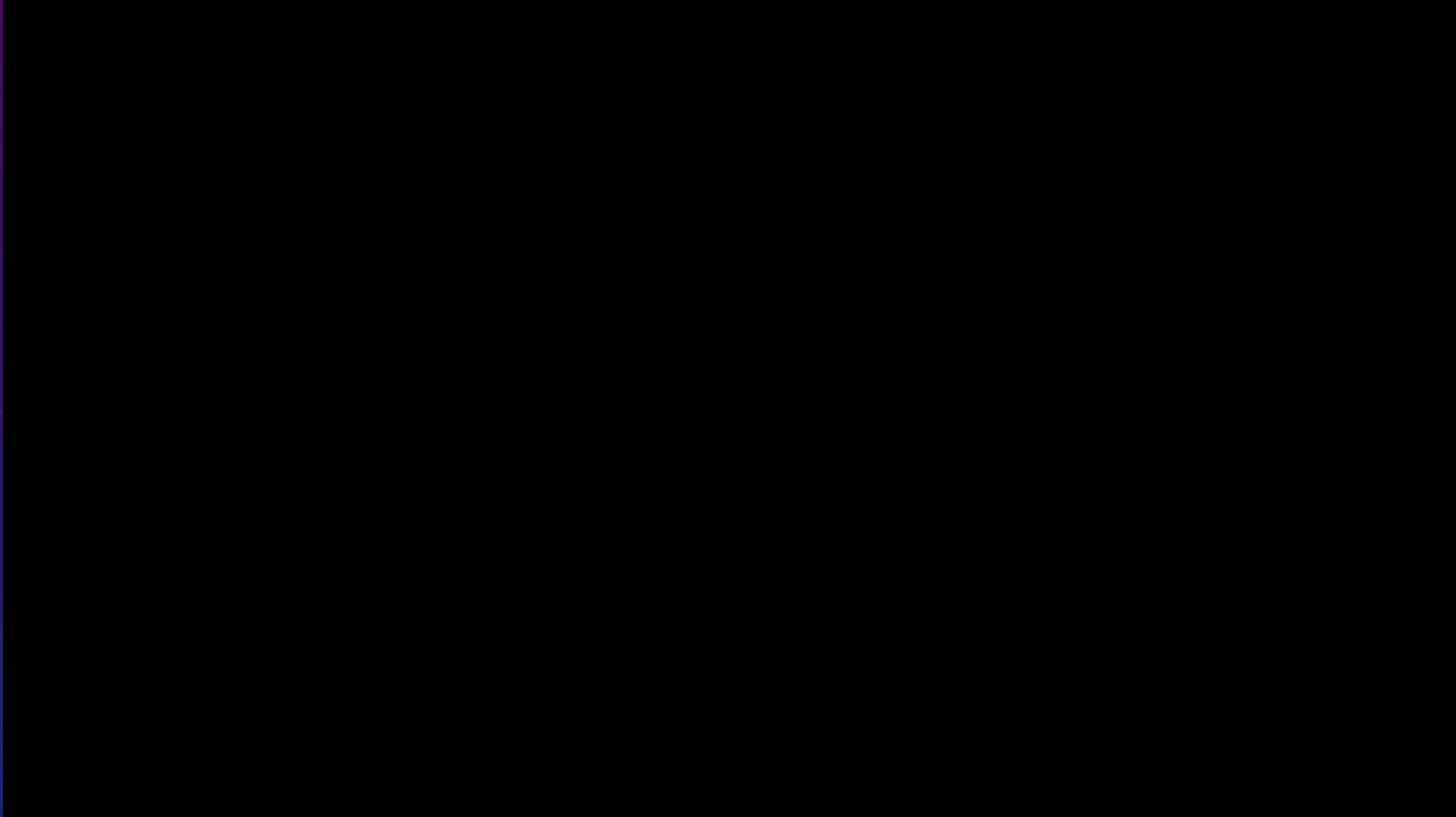


ALSO, "ARTIFICIAL INTELLIGENCE"

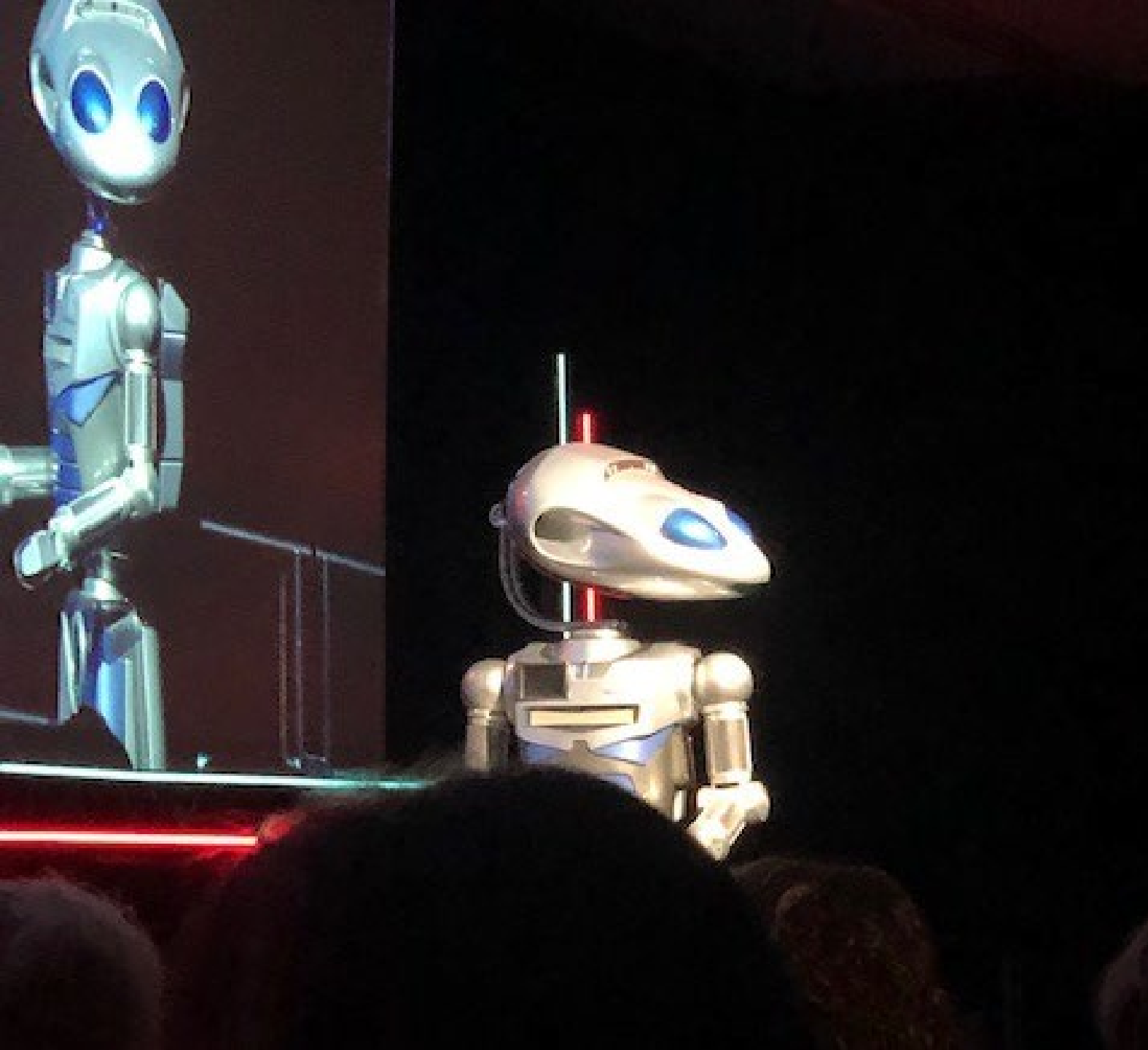


TOM FISH BURNE

# JOSHUA SEARCHES FOR LAUNCH CODES







# DIGITAL WORKFORCE

What does this look like?



Get Demo

# Meet Olive, Your Digital Employee

The only operational AI technology designed specifically for healthcare. Olive automates healthcare's most robotic processes, so your employees don't have to.

Let them focus on what matters most instead.

Meet Olive



What brought you here to check us out?





# OLIVE

I met OLIVE. I learned that Olive is the beginning of MedStar employing a digital workforce. Olive receives a user name and password, like any other users, and completes her work based on defined workflows. She gets smarter the longer she works and she understand “what if” conditions.

Olive will become a digital employee who is able to review and import applications based on conditions applied, she will adhere to data standardization, and able to kick-off various workflows related to primary source verification. Additionally, Olive is able to extract data from multiple databased and complete profiles based on defined language (FPPE/OPPE).

Olive is a great employee. She works 24/7 365 days a year and comes with no behavioral issues, FMLA, PTO needs, etc.


You too can find out more about Olive at: [Hireolive.com](https://hireolive.com) and [oliveai.com](https://oliveai.com)

# Onboarding Olive

When you hire Olive, our team at Olive HQ will work with you to identify the scope of work and jobs that she will complete (taking lessons from all the other Olives we have deployed at healthcare organizations similar to yours). Next, our team will train her across those processes, ensuring she's fully trained and functional before she starts full-time. Once live, she works autonomously to manage her ongoing responsibilities, automating routine, high-volume, error-prone tasks.



# The Olive Promise



Olive figures out where she can have an impact, onboards quickly, shows up for work every day, does her job extremely well, and gets smarter over time.

## SOME OF OLIVE'S COMMON ROLES

- Benefit & Verification Discovery
- Invoice Processing
- Prior Authorization Management
- Inventory Management
- Denial & Rejection Management
- Periodic Reporting
- Vendor Contract Management

# TOMORROW'S MSPS

**TOMORROW'S MSP**

Medical Services Professionals must be ready to **innovate** and adapt to new responsibilities, **motivated** to expand knowledge, and **focused on the future** of patient safety.

THE MSP OF TOMORROW **STARTS TODAY.**

**INNOVATIVE. MOTIVATED. FUTURE-FOCUSED.**

Start the conversation regarding the future of your profession. Educate yourself on what's happening and what it means for you and your team. Now more than ever, MSPs are the gatekeepers of patient safety.

**WHAT'S HAPPENING?**

- Disruptions in technology and innovation, such as artificial intelligence and telemedicine
- Changes to the traditional MSP environment
- Focus on physician and employee wellness

**WHAT DOES THIS MEAN FOR MSPs?**

**MORE GROWTH OPPORTUNITIES**  
**MORE RESPONSIBILITIES**

**NAMSS PLEDGES TO STAND BY YOU AND ASSIST IN FUTURE-PROOFING YOUR CAREERS WITH:**

**MORE TOOLS** **MORE RESOURCES** **MORE NETWORKING OPPORTUNITIES** **MORE WAYS TO LEARN**

**THE FUTURE IS COMING. WILL YOU BE READY?**

**TOMORROW'S MSP IS...YOU.**  
Visit [NAMSS.org](http://NAMSS.org) to learn more about how you can be Tomorrow's MSP. **NAMSS**

## WHAT DOES THIS MEAN?

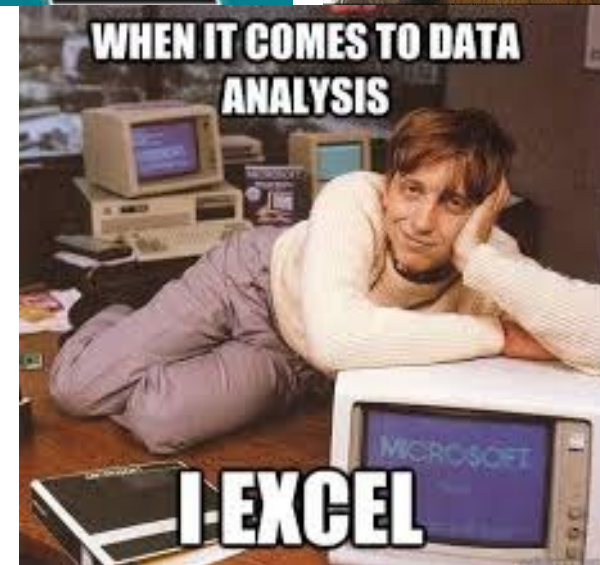
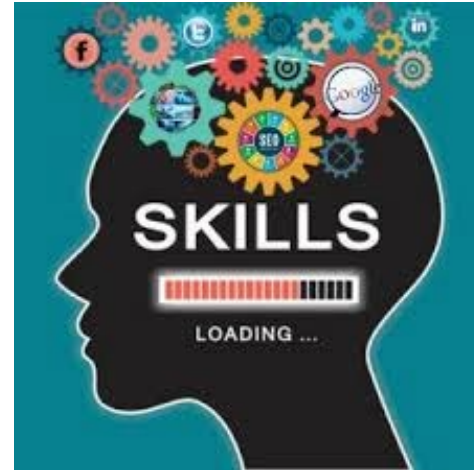
- MSPs must acknowledge these drivers of change that are forcing the medical services profession to assess where they are going and how they will get there.
- MSPs must embrace the changes ahead as the medical services profession evolves.
- Tomorrow's MSP starts TODAY. YOU will lead the profession into the future.



# NAMSS FOCUS

- The skills, knowledge, and abilities MSPs need now and in the future to stay competent and qualified as the healthcare landscape changes
- Helping MSPs future-proof their careers as the profession evolves
- Providing the resources, educational programming, and support for MSPs to manage and take leading roles in addressing tomorrow's challenges

# SKILL SET FOR TOMORROW'S MSPS





## MSP of TOMORROW Job Description

Job Title

Job Summary

### Minimum Qualifications

**Education/Training:** High school education or equivalent, Associate's, Bachelor's, or Master's degree.

**Experience:** Minimum of \_\_\_\_\_ years' experience in credentialing or equivalent experience.

**License/Cert/Reg:** CPCS, CPMSM, BOTH, OTHER \_\_\_\_\_ or even required .

**Knowledge, Skills & Abilities:**

- a)
- b)
- c)
- d)
- e)
- f)

### Primary Duties and Responsibilities

- 1.
- 2.
- 3.
- 4.
- 5.

# MSP OF TOMORROW JOB DESCRIPTION

# MSP OF TOMORROW – JOB DESCRIPTION

Job Titles	Qualifications/Certifications
Credentialing Intelligence Analyst	Bachelor's w/ 5 years experience – CPCS or CPMSM
Credentialing Analyst	Associate's w/ 3-5 years experience – CPCS or CPMSM
Credentialing Database Associate	Bachelor's (IT) w/ 5 years experience – CPCS & CPMSM
Artificial Intelligence Analyst	Associate's (IT) w/ 3 years experience – AI certification
Medical Staff Analyst	Associate's w/ 5 years experience – CPCS or CPMSM
Medical Staff Services Data Analyst	Bachelor's w/ 2 years experience – IT certification
Data Integrity Information Officer	Bachelor's w/ 3 years experience – cyber security certification



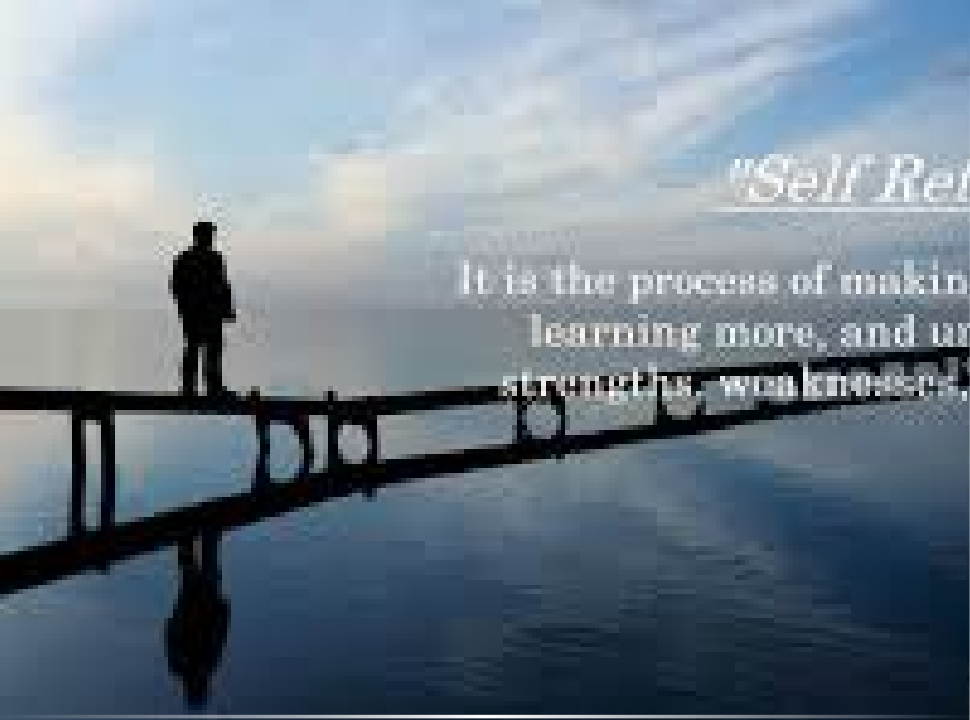
# MSP OF TOMORROW – JOB DESCRIPTION

## Knowledge/Skills

- Data analytics/data input
- Computer technology
- Business intelligence
- AI experience
- Cyber-security
- Communication, people-skills, team work
- Management (organize & accountable)
- Critical thinking/problem solving
- Project management
- Detail-oriented
- Multi-tasker
- Flexible

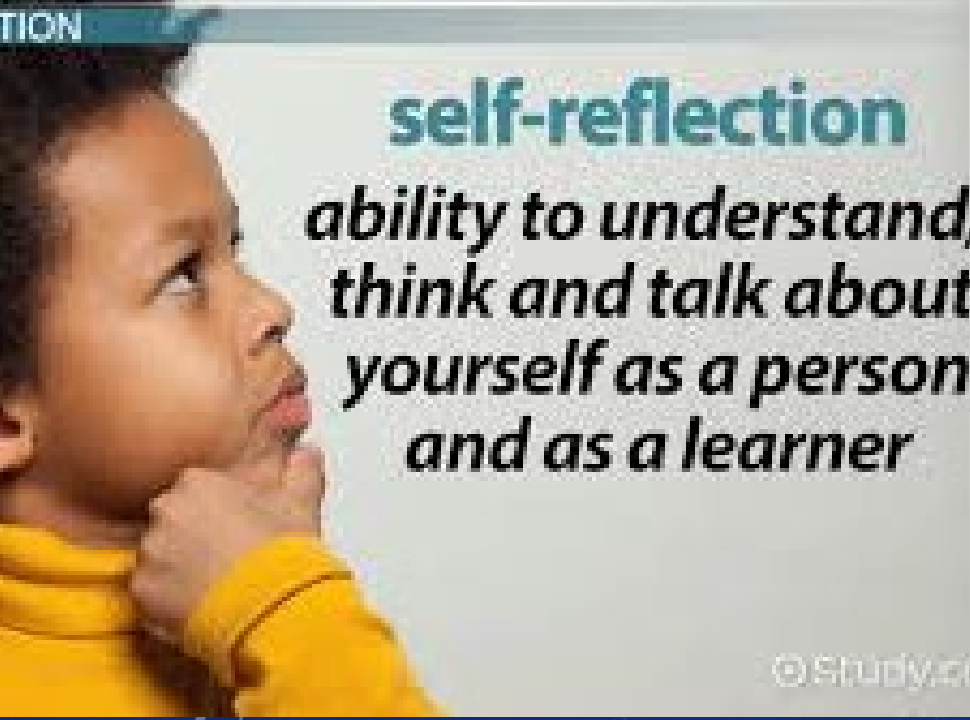
## Duties/Responsibilities

- Oversight of data submission; auditing; data integrity
- Presentation of data; including written, visual and verbal
- Analyzation of primary source verification & quality data
- Process & analyze FPPE/OPPE data
- Onboarding
- Responsible for TJC, CMS, NCQA accreditation process
- Manage virtual meetings
- Manage tele-commuting staff
- Implementing new technology & software
- Practitioner/Medical Staff leadership education



*"Self Ref*

It is the process of making  
learning more, and un  
strengths, weaknesses,



**self-reflection**

*ability to understand,  
think and talk about  
yourself as a person  
and as a learner*

© Study.com

## WHERE DO YOU FIT IN?

Complete a self-assessment

Ask yourself a set of interview questions

Be REAL with yourself

Create a 3 – 5 year plan

Obtain a mentor/coach

Stretch yourself

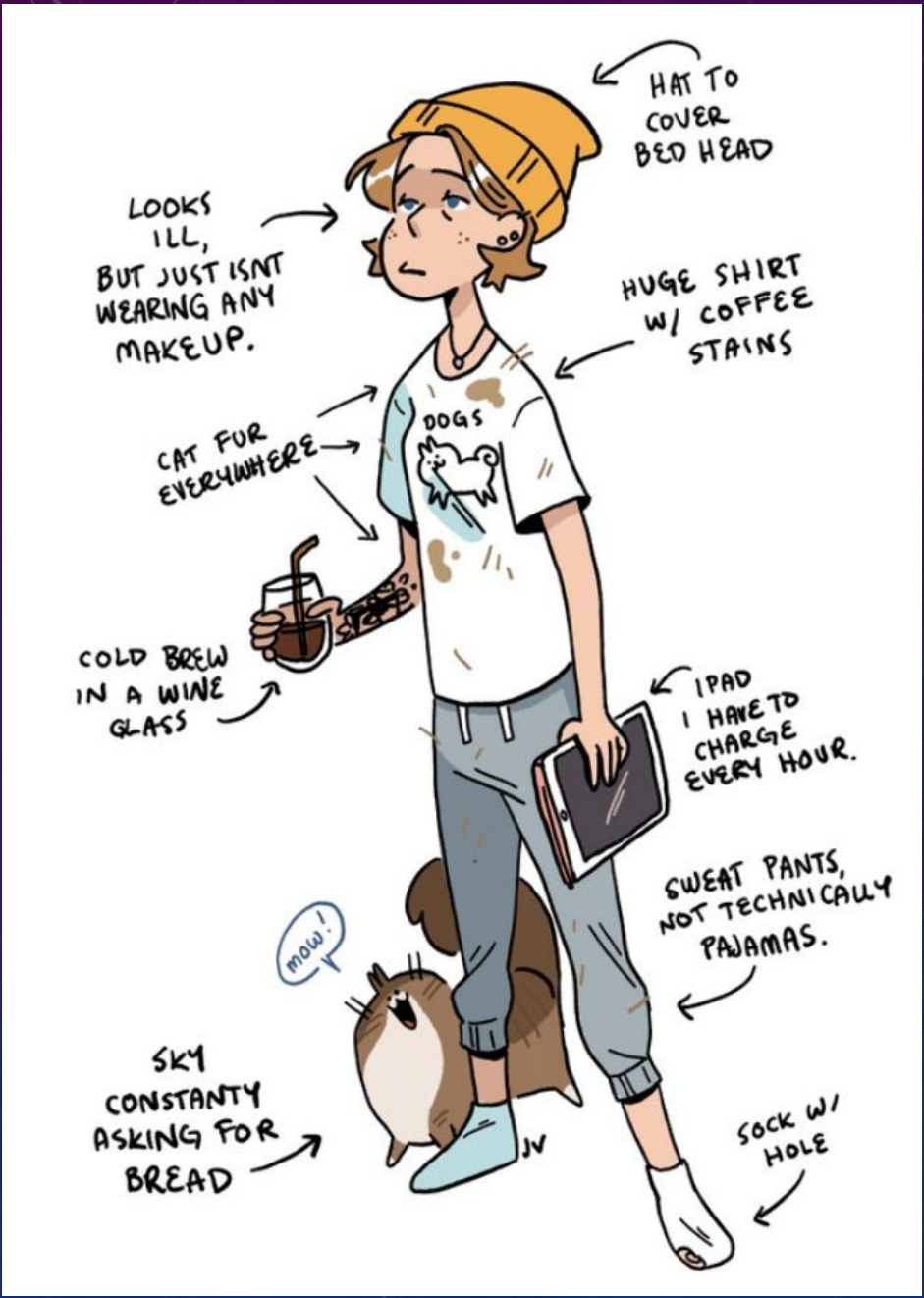




# TOMORROW'S MSP IS TODAY!

- Telecommuting
- Managing telecommuting staff
- Virtual meeting management
- Virtual education
- Virtual onboarding
- Virtual surveys/NCQA audits
- Implementing technology/software (Zoom, Web-Ex, Microsoft Teams, Telehealth platforms, remote access software)

HI, WHO JUST JOINED?	CAN YOU EMAIL THAT TO EVERYONE?	IS ____ ON THE CALL?	UH, ____ YOU'RE STILL SHARING...	HEY, GUYS, I HAVE TO JUMP TO ANOTHER CALL
(SOUND OF SOMEONE TYPING, POSSIBLY WITH A HAMMER)	(LOUD, PAINFUL ECHO/ FEEDBACK)	(CHILD OR ANIMAL NOISES)	HI, CAN YOU HEAR ME?	NO, IT'S STILL LOADING.
NEXT SLIDE, PLEASE.	CAN EVERYONE GO ON MUTE?	I'M SORRY; I WAS ON MUTE	(FOR OVERTALKERS) SORRY, GO AHEAD	HELLO? HELLO?
SO (cuts out) I CAN (unintelligible) BY (cuts out) OK?	SORRY I'M LATE (INSERT LAME EXCUSE.)	I HAVE A HARD STOP AT...	I'M SORRY, YOU CUT OUT THERE.	CAN WE TAKE THIS OFFLINE?
I'LL HAVE TO GET BACK TO YOU.	CAN EVERYONE SEE MY SCREEN?	SORRY, I WAS HAVING CONNECTION ISSUES.	I THINK THERE'S A LAG.	SORRY, I DIDN'T CATCH THAT. CAN YOU REPEAT?





**TOMORROW'S MSP IS YOU!**  
**YOU ARE THE FUTURE!!!**





TOMORROW'S  
MSP

**I AM...**  
**Innovative**  
**Motivated**  
**Future-Focused**

NAMSS

TOMORROW'S  
MSP

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MSP



“ TAKE THE CHAIR AND SIT  
AT THE FORE-FRONT OF YOUR DREAMS.  
YOU ARE THE CHAIR-PERSON  
AT THE CENTER OF AFFAIRS;  
MAKE IT MEMORABLE; MAKE AN IMPACT!  
LEAVE A LEGACY ! ”

ISRAELMORE AYIVOR



THANK YOU!

ANY  
Questions?