ICD-10 Command Center

Kickoff Meeting

August 12th, 2015
Reflection

The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.

-Vince Lombardi
Your Engagement is Critical for a Successful Go-Live & Command Center

**Leaders**
- Continue to support and champion the transition to ICD-10
- **Be visibly present during the go-live** – encourage and congratulate the teams, including physicians

**Directors**
- Provide key resources to staff the command center
- **Facilitate the resolution of issues** and contingency plan activations, as needed

**Managers**
- Provide key staff, or **be present in person to support** the command center
- **Facilitate the resolution of issues** and contingency plan activations, as needed

**Application Owners/ SMEs**
- **Provide subject matter expertise** to facilitate a successful transition to ICD-10
- **Support requested remediation** of any issues within your application

**Staff**
- **Be present, be vigilant, ask questions, show support**, and provide expertise
- **Facilitate the resolution of issues** and contingency plan activations, as needed
ICD-10 Command Center Kickoff Meeting Agenda

1. Command Center Overview
   - Command Center Guiding Principles
   - Command Center Timeline
   - Logistics, Location and Hours of Operation
   - Mock Go-Live
   - Cutover Plan
   - Command Center Metrics and Shut Down Criteria

2. Resource Plan
   - Command Center Organizational Structure
   - Leadership Support and Visibility
   - Financial, Operational and Technical Resource Needs
   - Location, Shifts and Hours
   - Resource Training Plan

3. Communication Plan
   - Pre-Go Live Communications
   - Go-Live Communications
   - Daily Meeting Cadences

4. Issue Management
   - Guiding Principles
   - Issue Escalation Protocol
   - Change Control Process
   - FAQs

5. Reporting and Metrics
   - Key Early Warning Performance Indicators for Hospital, CE and Health Plan
   - Reporting Cadence
   - Contingency Plans
Command Center Overview
The ICD-10 Command Center

The health care industry will undergo a nationwide, simultaneous transition to ICD-10 on October 1, 2015, impacting all providers, payers, clearinghouses, vendors and trading partners.

What’s unique about an ICD-10 Command Center?

All Seton hospitals, clinics, and Seton Health Plan will go-live on the same day.

All of Seton’s credentialed and privileged medical providers will be expected to change their clinical documentation habits to enable coding at a higher level of specificity – the Command Center will be prepared for physician support for documentation and other questions.

Payer, clearinghouse, vendor and trading partner resources will be constrained – The Seton Command Center will be one of many pressing these entities for urgent solutions - the team will need lists of key contacts, escalation points and contingency plans for all likely scenarios.

Potential issues could take weeks, or even months, to surface – the Command Center team will monitor key early warning performance indicators (KEWPIs) as critical to identifying and addressing problems at an early stage.
ICD-10 Command Center Guiding Principles

The planning and execution of the ICD-10 Command Center should be aligned to Guiding Principles across Technology, Operations, and Clinical Content Support

<table>
<thead>
<tr>
<th>The ICD-10 Command Center will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>q <strong>Leverage Seton’s existing command center processes</strong>, and institute a reporting structure for triaging, reporting, and communicating issues</td>
</tr>
<tr>
<td>q <strong>Serve as a centralized location</strong> where trainers, system administrators, coders, CDE nurses and providers are immediately available during the defined go-live period (10/1/15 – 10/15/15)</td>
</tr>
<tr>
<td>q <strong>Maintain partnership</strong> between Seton’s Operations (e.g., Revenue Cycle, HIM) and Ascension IS throughout all phases of the Go-Live (i.e., preparation, cutover, command center, post-go-live monitoring, and ongoing support)</td>
</tr>
<tr>
<td>q <strong>Provide clinical content support to providers</strong> with at-the-elbow assistance and a dedicated group of subject matter experts</td>
</tr>
<tr>
<td>q <strong>Provide accurate and regular status/communications</strong> across all impacted stakeholders</td>
</tr>
<tr>
<td>q Provide immediate and timely support and issue resolution for providers, coders and impacted staff to <strong>minimize downtime and maintain productivity</strong></td>
</tr>
<tr>
<td>q Log and resolve all issues in a timely manner – <strong>ideally within one business day</strong></td>
</tr>
<tr>
<td>q <strong>Monitor key early warning performance indicators</strong> to help identify issues associated with net revenue, cash flow, and compliance status</td>
</tr>
</tbody>
</table>
ICD-10 Command Center Overview

Building upon Seton’s established processes, the ICD-10 Command Center will provide leadership to the ICD-10 transition across all facilities, clinics, and the Seton Health Plan simultaneously.

Dedicated resources that provide **at-the-elbow support** (ATEs) to end users beginning on the ICD-10 cutover date. Focus is on assisting with documented workflows and documenting all immediate issues.

Provide **second level of support, primarily on the floor**. Supports ATEs in issue resolution and/or escalation by leveraging additional operational, workflow, training and system knowledge.

Addresses **more complex issues for resolution.** Resolves issues and creates new knowledge base articles and educational materials (“tip sheets”) where appropriate. Distributes information about issue resolution to other support tiers.

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**Level 1**
ATEs, Managers

**Level 2**
Super Users

**Level 3**
Command Center

**Clinical Content Resolutions**

Provider Support Specialists
High Level Command Center Timeline

**Brown-out Period**
- Coder Education
- Employed Provider Education
- Command Center Process & Tools Setup

**Blackout Period**
- Onboard Support Staff
- Train Support Staff

**ICD-10 Go-Live (October 1)**
- Command Center Opens (T-2)
- Go-Live Communication

**9/8: Mock ICD-10 Go-Live**

**August**
- Brown-out Period

**September**
- Blackout Period
- Targeted Billing Monitoring and Resolution
- Payment Monitoring

**October**
- Command Center Open
- Technical Support
- Provider Support
- Operational Support
- ICD-10 Program Support
- Begin scaling down (where appropriate)

**November**
- Targeted Billing Monitoring and Resolution
- Payment Monitoring

**December**
- Targeted Billing Monitoring and Resolution
- Payment Monitoring

**LEGEND**
- Cross-functional
- Operations
- Technology
Command Center Timeline – Day by Day

Go-Live at 12:01 AM

Tuesday, September 29
- Command Center Checklist Execution
- Day-Before Go-Live Communication Distributed
- Pre-Compliance & Cutover Tasks

Wednesday, September 30
- Cerner Down for 3 hrs.

Thursday, October 1
- ATE and other Clinical Support Staff in place

Friday, October 2
- KEWPI Monitoring
- Parallel Testing in Live Systems
- Ongoing Go-Live Communications (including FAQs, etc.)
# Scale-Down / Shut-Down Process

The command center is scheduled to operate for two weeks beginning September 30 and completing transition to help desk and support operations by October 15.

## Command Center Scale-Down

Beginning Thursday morning, October 15 or earlier, command center operations will commence transition to support operations:
- Issues will continue to be logged in ServiceNow
- Calls will continue to go to command center number
- Command center personnel will reassign low and medium priority issues to the help desk

**Based on call volume and ticket severity, the following may be adjusted:**
- Overall command center duration
- The number of help desk resources
- The number of application and technical analysts per team
- Super user and at-the-elbow resource distribution
- Huddle meetings may be discontinued on a case by case basis
- Executive on-site coverage for operations command

## Command Center Shut-Down

Beginning Monday, October 19 or earlier, the command center will conclude its transition:
- Calls will be returned to the national help desk
- Help desk may escalate critical issues to command center personnel
- Command center will only track new critical issues

**Operations will be adjusted to reflect the following:**
- One team member per application and technical team will be staffed during the day shift to close out existing issues
- Each application and technical team will identify a primary on-call team member for the night shift
- Only critical issues will be escalated to on-call team members
- Super user and at-the-elbow support will be discontinued
- Huddle meetings will be discontinued
- Ticket triage will be discontinued
Mock Go-Live Day Plan

Mock ICD-10 go-live will be conducted in September in the Seton Auditorium. This event will be a dress rehearsal for the command center resources.

<table>
<thead>
<tr>
<th>Activities</th>
<th>ICD-10 Project Team</th>
<th>Leadership</th>
<th>Operational Teams</th>
<th>Technical Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kickoff &amp; Walkthrough</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cutover Review</td>
<td>Recommended</td>
<td>Optional</td>
<td>Recommended*</td>
<td>Recommended*</td>
</tr>
<tr>
<td>(45 minutes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parallel Testing Review</td>
<td>Recommended</td>
<td>Optional</td>
<td>Recommended*</td>
<td>Recommended*</td>
</tr>
<tr>
<td>(45 minutes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Activities</td>
<td>Required</td>
<td>Recommended</td>
<td>Required</td>
<td>Optional</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conclusion &amp; Wrap up</td>
<td>Required</td>
<td>Recommended</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Required for resources who have cutover tasks and testing assignments
Business As Usual

Although there are obvious changes occurring at go-live that will impact the way various groups operate after October 1, many current operations will remain the same and carry on as usual post go-live:

• Continue scheduling and treating patients as usual

• ICD-9 coding will continue as normal for the first few days – no break in flow
• Coding for ICD-10 claims will start when charts show up in the coding worklist  
  o Bill holds will catch incorrectly coded claims (in 9 when should be 10, etc.)  
  o The billing system will automatically split claims as needed by the payors  
  o CMS rules for ICD-10 complex billing will be followed

• Billing for ICD-9 claims will continue – no break in flow
• Billing for ICD-10 claims will start as soon as coded claims are released  
  o Clearing houses are ready to receive and transmit claims in ICD-10

• Collections and other revenue cycle activities will continue as normal

Although the ICD-10 go-live brings many changes, many current operations will continue uninterrupted.
Resource Plan
Command Center Organizational Chart

The command center's organization structure is designed to efficiently and effectively communicate and resolve key issues across functional areas, sites, and roles.

Seton ICD-10 Program Lead

Command Center Leads

Advisors

Command Center Staff
- Huddle Leads
- Ticket Triage Team (TTT)
- Communications Team
- Command Center Administration
- Call Center Staff

Technology Teams
- 3M
- athenahealth
- Compass
- eCW
- Invision
- MediView/VBA
- Interfaces
- Ancillary Apps
- Reporting
- Additional Applications

Operations Teams
- Hospital and CE Coding
- Revenue Cycle
- DSS/Reports
- NRSC

Provider Support
- Super User Coordinators
- Clinical Super Users
- Clinical Informaticists
- CDE Specialists
- HIM Coders
- ATE Support

Remote Support Teams
- TBD

Change Control

Executive Sponsors
## Roles and Responsibilities Overview

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Command Center Staff</strong></td>
<td>• Monitor overall go-live activities and report status to leadership</td>
</tr>
<tr>
<td></td>
<td>• Capture, prioritize and triage issues using established tracking processes</td>
</tr>
<tr>
<td></td>
<td>• Direct issues and issue communication between support centers, level 2 lead team, service desk, and command center</td>
</tr>
<tr>
<td></td>
<td>• Develop daily communication documents and tip sheets</td>
</tr>
<tr>
<td></td>
<td>• Establish additional (ad-hoc) training sessions as needed</td>
</tr>
<tr>
<td><strong>Technology Teams</strong></td>
<td>• Serve as the final point of escalation for issues</td>
</tr>
<tr>
<td></td>
<td>• Manage third party software vendors to drive issue resolution</td>
</tr>
<tr>
<td></td>
<td>• Assist in prioritization and triage of issues using establish resolution processes</td>
</tr>
<tr>
<td><strong>Operations Teams</strong></td>
<td>• Assess KEWPI against pre-go-live performance</td>
</tr>
<tr>
<td></td>
<td>• Provide subject matter expertise for revenue cycle and HIM issue resolution</td>
</tr>
<tr>
<td></td>
<td>• Generate reports required for insightful post-go-live decision making</td>
</tr>
<tr>
<td><strong>Provider Support</strong></td>
<td>• Serve as clinical super users</td>
</tr>
<tr>
<td></td>
<td>• Assist providers and coders with commonly encountered issues</td>
</tr>
<tr>
<td></td>
<td>• Capture commonly encountered issues for distribution in daily communications</td>
</tr>
<tr>
<td><strong>Remote Support Teams</strong></td>
<td>• Provide remote support to Technology, Operations, and Command center teams</td>
</tr>
<tr>
<td></td>
<td>• Participate in applicable daily huddles and meetings</td>
</tr>
</tbody>
</table>
SAO Command Center Location & Hours

The Command Center will house key application analysts and they will have a designated location in the Command Center; these locations will be active beginning the early morning hours of September 29 and will be active until the Command Center is closed.

<table>
<thead>
<tr>
<th>Main Command Center</th>
<th>SHP Command Center</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td><strong>Locations</strong></td>
</tr>
<tr>
<td>• Seton Auditorium</td>
<td>• N/A – MediView</td>
</tr>
<tr>
<td>1345 Philomena St,</td>
<td>Offices – 6937 N.</td>
</tr>
<tr>
<td>Austin, TX 78723</td>
<td>IH-35, Suite 400,</td>
</tr>
<tr>
<td></td>
<td>Austin, Texas 78752</td>
</tr>
<tr>
<td><strong>Phone Numbers:</strong></td>
<td><strong>Standard support</strong></td>
</tr>
<tr>
<td>• Help Desk: 512-324-1675</td>
<td>will be maintained for</td>
</tr>
<tr>
<td>• Physician Concierge: 512-324-5616</td>
<td>providers and members</td>
</tr>
<tr>
<td></td>
<td><strong>SHP Customer Service Phone Numbers:</strong></td>
</tr>
<tr>
<td></td>
<td>• Seton CHIP- 1-877-451-5628</td>
</tr>
<tr>
<td></td>
<td>• Seton STAR- 1-877-451-5628</td>
</tr>
<tr>
<td></td>
<td>• Seton Employee- 1-877-272-2507</td>
</tr>
<tr>
<td></td>
<td>• Seton MAP &amp; Charity- 512-421-5664</td>
</tr>
</tbody>
</table>
Command Center Training Plan

Seton Associates who are assigned to roles in the Command Center will receive all relevant and necessary training prior to go-live

1. Identify Seton Associates who will be staffed in the Command Center
   - August 28

2. Send out training session calendar invites to Command Center staff
   - September 8

3. Train Command Center staff based on their assigned roles and responsibilities
   - September 14 - 25

4. Provide resources to Command Center staff in the form of FAQs
   - September 28
Communication Plan
Pre-Go-Live Communication Plan

Continuing the on-going ICD-10 communications, a variety of communications and meetings will occur as we ramp up to October 1 to ensure all providers, nurses, impacted staff, and support staff are aware of the Command Center and post-go live support available.

- SHP Provider Communication: 8/7
- Two Month Go-Live Communication: 8/11
- 30-Day Go-Live Communication: 9/8
- Command Center Playbook and Command Center contact information/at the elbow support information distributed to all impacted parties
- Post-Mock Command Center Go-Live Day lessons learned distribution: 9/21
- Day before Go-live Communication: 9/30

- Command Center Kickoff meeting: 8/12
- Command Center Personnel Training: 9/14 - 9/30

- Seton Intranet page and Doctor Link: Will be updated with information about:
  o Technology (application points of contact, downtimes, etc)
  o Operations (resources for coders/HIM)
  o Provider resources (cheat sheets/tips and tricks)
  o Post-Mock Command Center Go-Live Day lessons learned

- Posters and flyers in physician lounges, elevators, and around facilities (as needed)
FAQ Database

An FAQ database will be created and maintained throughout go-live, with daily updates coming from lessons learned from a variety of sources.

The FAQ database will be updated online and available on the Seton SharePoint via Doctor Link and Setonville.

Daily FAQ sheets will be distributed to work group leads and support teams through daily communications and meetings.
The daily meeting cadence will include huddle with various leadership groups throughout the daytime hours, executive leadership meetings, and daily shift change calls:

- **6:00 AM Shift Change Call**
- **7:30 AM Operational Work Group Daily Meeting (AM)**
- **8:30 AM Daily Command Center Internal Meeting (AM)**
- **8:00 AM Daily FAQs/Tip Sheets Distributed**
- **9:00 AM Provider Support Daily Huddle**

- **2:00 PM Operational Work Group Daily Meeting (PM)**
- **3:00 PM Change Control Meeting**
- **4:00 PM Daily Executive Leadership Meeting**
- **5:00 PM Daily Command Center Internal Meeting (PM)**
- **5:30 PM Daily Communication Goes Out**
- **6:00 PM Shift Change Call**
Issue Management
Guiding Principles to Issue Management

1. Resolution of issues as close to the point of occurrence as possible

2. Involvement of operations at all levels of the issue escalation and prioritization processes

3. Use of ServiceNow for all issues to establish consistent processes – preventing issue and enhancement request “noise”

4. Delivery of a consistent and regular communication schedule and process
ICD-10 Command Center Issue Escalation Flow

A formal feedback loop is critical to resolve ICD-10 workflow, training and resolution across all users in the enterprise.

Level 1:
Onsite ATEs, Front-Line Managers
- Onsite support for training and workflow type issues for hospitals, CE, and SHP

Level 2:
Onsite Super User Support
- Super users supporting escalated issues requiring operational, workflow and system knowledge

Level 3:
Command Center (Onsite and Remote)
- Command center support for issues requiring complex resolution
- Command center will also monitor KEWPIs for both Hospitals and CE

Leadership Support & Visibility

- FAQ Database
- At-the-elbow support, multiple locations
- CI’s (Hospital / CE)
- Sharepoint, ServiceNow
- CDE Specialists
- Clinical Informaticists
- Coding Quality/CRP
- Super Users (Hospital / CE)
- Technology
- Operations
- Provider Support
- e.g., COMPASS, Invision, athenahealth, eCW, 3M, MediView/VBA, Ancillary Apps
- e.g., Hospital and CE Coding, NRSC, Revenue Cycle (PA, PFS), DSS/Reports

Continuous Feedback & Monitoring

Deloitte
Reporting & Metrics
ICD-10 KEWPI Monitoring and Reporting

The ICD-10 Command Center will monitor *key early warning performance indicators* ("KEWPIs") and will raise alerts when performance falls outside allowable bands. KEWPIs may be tracked at more detailed levels (e.g., payor, facility, etc.)

**Hospital KEWPIs**
- Clean Claim Ratio
- Unable to Bill (HIM)
- Gross A/R Days in DNFC (HIM only)
- Gross A/R Days in DNFB (all)
- Clearinghouse Edits ($)
- Clearinghouse Edits (#)
- Inpatient Coding Productivity Rate (Coder 3)
- Ambulatory Surgery / Observation Coding Productivity Rate (Coder 2)
- Other Outpatient Coding Productivity Rate (Coder 1)
- CDIP Medicare Query Rate (Initial)
- 999/997 Rejections by Payor

**CE KEWPIs**
- Gross A/R Days
- Clean Claim Rate
- CBO Hold <31 Days (Athena Managed)
- Hold <31 Days (Seton Operations Managed)
- Total Manager Hold (Seton Operations Managed)
- Gross Days on Hold
- Holds Due to DX Coding

**Example of monitoring of a KEWPI**

- Clean Claim Ratio

  - Favorable Performance
  - Caution: Approaching Threshold
  - Performance beyond threshold

Triggers contingency plan
Reporting Cadence for KEWPI Metrics

Capture, review, and report KEWPI metrics for Hospital, CE, and SHP on a *daily* basis during Command Center operations.

1. **Capture**: Run daily report to capture each identified KEWPI
2. **Document**: Add metrics to appropriate dashboards
3. **Review**: Monitor KEWPIs to ensure adherence to identified tolerance ranges
4. **Escalate**: Flag KEWPIs outside of tolerance ranges for escalation to appropriate owner
5. **Report**: Daily report-out of KEWPIs to executive stakeholders

**Proactive Monitoring of ICD-10 Related Operational Impacts**
Contingency Plans

Prior to ICD-10 go-live, Seton will establish contingency plans to return each tracked metric to an acceptable level in the event that one falls outside allowable limits.

Contingency Planning

- Set a contingency plan for each KPI and KEWPI in advance of go-live
- Contingency plan implementation is triggered when Command Center team identifies that metric exceeds a threshold level
- Command Center team will work with appropriate Seton resources to:
  - Do deep dive analysis to identify root cause
  - Resolve the issue using pre-existing issue resolution protocols
- Command Center will notify Seton management when issue has been resolved
- Additionally, option to implement standard departmental metric reduction levers to supplement root cause remediation
- Monitor metric after fix applied
Next Steps
Remember: Your Engagement is Critical!

Leaders
- Continue to support and **champion the transition to ICD-10**
- **Be visibly present during the go-live** – encourage and congratulate the teams, including physicians

Directors
- Provide key resources to **staff the command center**
- **Facilitate the resolution of issues** and contingency plan activations, as needed

Managers
- Provide key staff, or **be present in person to support** the command center
- **Facilitate the resolution of issues** and contingency plan activations, as needed

Application Owners/ SMEs
- **Provide subject matter expertise** to facilitate a successful transition to ICD-10
- **Support requested remediation** of any issues within your application

Staff
- **Be present, be vigilant, ask questions, show support**, and provide expertise
- **Facilitate the resolution of issues** and contingency plan activations, as needed
Shift Schedule Template

All teams need to plan out their support structures for supporting the go-live. Below is scheduling template that will be used to ensure various locations are staffed appropriately.

**Seton ICD-PROPOSED - DRAFT**

**Command Center Support Schedule (Weeks 1-4)**

<table>
<thead>
<tr>
<th>Day Shift = 6 AM - 6 PM</th>
<th>Night Shift = 6 PM - 6 AM</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Wednesday 9/30</th>
<th>Thursday 10/1</th>
<th>Friday 10/2</th>
<th>Saturday 10/3</th>
<th>Sunday 10/4</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 PM - 6:00 AM</td>
<td>6:00 AM - 6:00 PM</td>
<td>6:00 AM - 6:00 PM</td>
<td>6:00 AM - 6:00 PM</td>
<td>6:00 AM - 6:00 PM</td>
</tr>
</tbody>
</table>

- **On-Site Support**
- **Command Center**

Each workgroup will be reaching out to the leads with a template and a detailed request for staff schedules – look for this request in the next couple weeks.
Command Center Parking and Access to SAO

The SAO Parking Garage, located off of Philomena Street and Robert Browning Street, will be made available to all Command Center resources. Your Seton badge will provide you access to the upper garage levels; please do NOT park in the visit spaces located on the ground level. Your Seton badge should also provide you access to the building.

If your badge does not currently provide you access to the SAO parking garage or to the SAO building during the early AM or late PM hours, and you have not yet provided your badge number to the ICD-10 team, please email your 10 digit badge number (located on the back of your badge) to your team lead. Leads should compile this information when creating the shift schedule.
Questions?

Thank You!
Appendix
Seton’s Leadership Visibility and Support

It will be critically important for Seton’s ICD-10 and Executive Leadership teams to demonstrate visible commitment to the ICD-10 Go-Live and Stabilization

What will be expected of the ICD-10 Program Leadership?

• ICD-10 Program Leadership will coordinate all activities across Seton Healthcare Family for planning and execution of the ICD-10 Command Center
• The Command Center will be the central hub that will provide communication, filter and prioritize issues, provide solutions, and disseminate information and education
• ICD-10 Program Leadership will gather and monitor key early warning performance indicators, including plans for remediating issues

What is the level of involvement for Seton’s Executive Leadership team (e.g., CFO, CIO, CMO)?

• Seton’s Executive Leadership is expected to communicate the imperative for a successful go-live
• Leadership should provide resources, respond to change requests, provide guidance, and intervene and escalate as needed to resolve internal and external issues
• Leadership should support and evangelize the key thematic messages and engage with business, technical and physician leaders and influencers to ensure buy-in to the change
• Regular presence at command center huddles and personally rounding challenged areas will be key to timely stabilization
The ICD-10 Command Center will be located in the SAO Auditorium, and will include specific work areas for the various teams supporting the go-live:

- Command Center Leadership
- Ticket Triage Team
- Interfaces
- Invision
- RCPSI
- Other
- Compass
- 3M
- Athena
- Communications Team
- Work Area
- Work Area
- Work Area
- Work Area
## Command Center Set-Up Checklist

The major* requirements for the Command Center are indicated below:

<table>
<thead>
<tr>
<th>Item</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command center daily checklist and activity schedule for each shift has been developed</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>End-user staffing shifts / coverage headcounts and shift-change process / hand-offs have been identified and developed</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>All Command Center staff have been recruited and on boarded</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>Recruit Executive sponsors and inform them of their responsibilities</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>Communicate staffing schedule / assignments / locations</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>Validate the training for PFS is in place</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>Create KEWPI dashboards for daily updating / monitoring</td>
<td>15-Sep-15</td>
</tr>
<tr>
<td>Schedule required personnel for post-go-live regression testing</td>
<td>18-Sep-15</td>
</tr>
<tr>
<td>Ensure application specific cutover steps developed in coordination with testing team have been followed</td>
<td>18-Sep-15</td>
</tr>
<tr>
<td>Invision RPM logic updated and switched on for all regions</td>
<td>18-Sep-15</td>
</tr>
<tr>
<td>Command center conduct guidelines, transportation options, guidelines for schedules changes, and food options have been communicated</td>
<td>18-Sep-15</td>
</tr>
<tr>
<td>Furniture, signage, and office supplies have been ordered and delivered to the SAO Auditorium</td>
<td>18-Sep-15</td>
</tr>
<tr>
<td>Implement communication plan with command center personnel prior to go-live</td>
<td>23-Sep-15</td>
</tr>
<tr>
<td>Final Pre-ICD-10 go-live communication is distributed to staff</td>
<td>24-Sep-15</td>
</tr>
<tr>
<td>Recruit and onboard volunteers</td>
<td>25-Sep-15</td>
</tr>
<tr>
<td>Confirm that regulatory updates are in place, have been tested, and are operational</td>
<td>28-Sep-15</td>
</tr>
<tr>
<td><strong>Command Center Go-Live</strong></td>
<td></td>
</tr>
<tr>
<td>Develop and finalize FAQ database, website, cheat sheets, and code books</td>
<td>30-Sep-15</td>
</tr>
<tr>
<td>Audit Cerner appointments scheduled after 10/1</td>
<td>30-Sep-15</td>
</tr>
<tr>
<td>Put phones, phone lines, and related supplies in place and activate them</td>
<td>30-Sep-15</td>
</tr>
<tr>
<td>Identify daily need for snacks / drinks and assign responsibility for restocking</td>
<td>30-Sep-15</td>
</tr>
<tr>
<td>Distribute any flair/gear/armbands, and communicate dress code expectations</td>
<td>30-Sep-15</td>
</tr>
</tbody>
</table>

*A more detailed list of pre-go live activities and milestones is available in the Command Center project Plan*
# General Reminders & Expectations

<table>
<thead>
<tr>
<th>What To Wear</th>
<th>Conduct Guidelines</th>
<th>Scheduling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Business casual is the accepted attire for all activation-related activities</td>
<td>• Adhere to HIPAA guidelines for patient confidentiality</td>
<td>• Contact your manager if you are sick and/or will not be able to come in for your shift; managers will escalate through Command Center Leadership</td>
</tr>
<tr>
<td>• Please wear your ID badge at all times</td>
<td>• Do not discuss patient issues in any open areas inside or outside of the Command Center</td>
<td>• Please contact your manager as soon as possible to allow time for coverage to be deployed</td>
</tr>
<tr>
<td>• Do not bring additional backpacks, purses, etc. if possible</td>
<td>• Remain calm and quiet in all areas of the hospital, especially in patient care areas</td>
<td></td>
</tr>
<tr>
<td>• Badges are required for after-hours building access</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: All support staff must adhere to the Seton Dress and Appearance Policy*
ICD-10 Project Governance Structure
# Command Center Meeting Details

<table>
<thead>
<tr>
<th>Meeting Name</th>
<th>Purpose</th>
<th>Participants</th>
<th>Facilitator</th>
<th>Cadence</th>
<th>Time(s)</th>
<th>Location, Dial-In</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Leadership Meeting</strong></td>
<td>Summarize open critical issues, workarounds, critical issue resolutions, and major updates from the day</td>
<td>Executive Steering Committee, Command Center Lead, Seton ICD-10 Program Leads</td>
<td>Command Center Lead</td>
<td>Daily</td>
<td>4:00pm – 4:30pm</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Command Center Internal Meeting</strong></td>
<td>Discuss progress on open high and critical issues by workgroup, as well as overall daily activity</td>
<td>Command Center Lead, Seton ICD-10 Program Leads, Command Center Managers, Communications Team, Administrative Team</td>
<td>Work Group Leads</td>
<td>Twice/Day</td>
<td>8:30am – 9:00am 5:00pm – 5:30pm</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Operational Workgroup Daily Meetings</strong></td>
<td>Review metrics, progress updates on known issues, workarounds, and resolutions</td>
<td>Command Center Lead, Command Center Managers, Technology, Operations, and Provider Support team leadership</td>
<td>Command Center Lead</td>
<td>Twice/Day</td>
<td>7:30am – 8:00am 2:00pm – 2:30pm</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Change Control Meeting</strong></td>
<td>Discuss and approve/deny change control requests, and provide updates on approved changes that have been put into production</td>
<td>Change Control Manager, Command Center Lead, Seton ICD-10 Program Lead, Other parties invited as applicable</td>
<td>Change Control Manager</td>
<td>Daily</td>
<td>3:00pm – 4:00pm</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Provider Support Daily Huddles</strong></td>
<td>Provider support teams discuss activity and escalate issues from all facilities</td>
<td>Physicians, Nurses, Coders, CDE Specialists, ATE Support, CE Directors</td>
<td>TBD</td>
<td>TBD</td>
<td>9:00am – 9:30am</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Call Center Shift Change Calls</strong></td>
<td>Provide overview of activity and open critical issues from prior shift, and transition to next shift resources</td>
<td>Command Center Manager, Call Center Team, any staff working shifts</td>
<td>Command Center Manager</td>
<td>Twice/Day</td>
<td>6:00am – 6:30am 6:00pm – 6:30pm</td>
<td>TBD</td>
</tr>
</tbody>
</table>
ICD-10 Command Center Change Control

To maintain AIS PMO Processes while providing flexibility for critical IS cutovers, the following standard change process for go-lives will be followed.

- A weekly change request will be opened for the overall go-live
- A daily change request will be opened to support any required changes/fixes
- Any changes/fixes which are required will be tracked on a Change Board approved template
- Daily Change Board meeting will take place at 3:00 PM to review implemented changes.
- Applications requiring architectural review will have architectural approval prior to being implemented
Change Control

The following procedures have been defined to manage the change control process during ICD-10 go live and post go live

10/1/15 – 10/9/15 (Go Live)

- CAB participants: Andrew Prather, Rob Madsen, David Ranelli, Chris Barbero, Amit Batra, & Application specific PM
- Each application lead will need to open and manage their application specific changes
- Changes will be reviewed by CAB on a daily & weekly basis
  - Daily – A SharePoint tracker will be used to manage date, time and change details
  - A daily meeting will be held at 3PM in the ICD-10 command center to review changes logged over the day
  - Weekly – An offline tracker will be used to manage changes logged during the week
    - ICD-10 changes will be reviewed at the Wednesday morning CAB via conf. bridge

10/12/15 (Post Go Live)

- CAB participants: Andrew Prather, Chris Barbero, any relevant SIS teams (Server, Sand, etc.)
- Changes will be reviewed by CAB weekly every Wednesday morning via conf. bridge
  1. An SIS resource submits a change request in ServiceNow
     a) The application resource is listed as the change requestor
  2. The request is reviewed and then approved by CAB
  3. ~48 hours after approval the change is initiated
Change Control

Change control processes will rely on a Change Authorization Board (CAB) meeting with varying frequency during and after go-live.

### Go-Live Command Center Change Control

<table>
<thead>
<tr>
<th>Daily CAB</th>
<th>Weekly CAB</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time &amp; Location:</strong> 3:00 PM CST in the ICD-10 Command Center</td>
<td><strong>Location:</strong> Wednesday mornings virtually</td>
</tr>
<tr>
<td><strong>Tracking:</strong> SharePoint tracker manages date, time, and change details</td>
<td><strong>Tracking:</strong> SharePoint tracker manages date, time, and change details</td>
</tr>
</tbody>
</table>

**Attendees**
- Andrew Prather
- Rob Madsen
- David Ranelli
- Chris Barbero
- Amit Batra

Application-specific PM

### Post-Go-Live Command Center Change Control

<table>
<thead>
<tr>
<th>Weekly CAB</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location:</strong> Wednesday mornings virtually</td>
</tr>
</tbody>
</table>

**Attendees**
- Andrew Prather
- Chris Barbero
- Relevant SIS teams

**Process:** SIS resource submits change in ServiceNow as the requestor; request approved approximately 48 hours after initiation
FAQ Database

The following resources have been developed to help facilitate the transition to ICD-10 for end users

• SharePoint FAQ Database
  o SharePoint site location: tbd
  o The FAQs site will provide end users with helpful documents relevant to go live including the following topics:
    • Coding/Dual Coding tip sheets
    • Working lists for CDE specialists, Technology SMEs & Application Owners
    • Superbill reference forms
    • Downtime information and contingency plans
    • Cutover activities by application
  o FAQ update process:
    1. Workgroup leads create the FAQ documents
    2. The CAMP group edits the FAQs
    3. The ETCHR workgroup uploads the FAQs to SharePoint

• Seton Doctor Link
  o http://doctors.seton.net/icd-10
  o Provides physicians with additional documentation regarding:
    • Details outlining the goals and path to success for ICD-10
    • Information regarding required provider training
    • A deep dive into various ICD-10 protocols
    • Clinical Documentation Improvement training
KEWPI Tracking Timeline

The timeline below indicates key phases in tracking early warning indicators leading up to and after ICD-10 go-live.

**Prepare**
- Strategy and planning

**Planned work-down**
- Implement standard PFS work-down protocols to bring key metrics to optimal starting point for go-live

**15 days prior**
- Kick off daily KEWPI monitoring and data sourcing

**Post-go-live**
- Identify point to reduce cadence for KEWPI monitoring

**7/1 to 15 days prior**
- Establish trigger thresholds
- Create daily KEWPI tracking tool
- Develop contingency plans
- Assess the standard regulatory update RCPSI protocols and identify additional work needed for ICD-10
- Coordinate distribution of rate sheet updates
- Identify and train resource(s)
- Create and implement communications plan

**1 day – ~30 days post**
- Monitor KPIs and KEWPIs at daily meeting. Implement contingency plans as needed

**October 1**
- ICD-10 go-live