Glossary and Acronyms

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1. Alignment Framework

Alignment Framework

We improve lives.

Purpose, Mission, and Values

WHY we come to work every day, and the behaviors that define **WHO** we are.

Operating System

HOW we connect our Purpose and Goals into our daily work.

True North Goals

WHAT we need to achieve to ensure value is created for our patients.

2025 Strategic Vision and Goals

WHERE we need to go as an organization to stay relevant and **WHEN** we need to get there.

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Four Components of the Alignment Framework

Term	Description
Purpose, Mission, and Values	"Why" we come to work every day and the behaviors that define "Who" we are.
True North Goals	"What" we need to achieve to ensure value is created for our patients.
2025 Strategic Vision and Goals	"Where" we need to go as an organization to stay relevant and "When" we need to get there.
Operating System	"How" we connect our Purpose and Goals to our daily work.

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2. Program Management

IT Roadmap

The overarching **program** that encapsulates the set of key technology priorities to move Munson Healthcare to a common technology platform. Improving the lives of our patients and our teams.

Defined Project Timeline

Digital Health

Strategic project to streamline **patient access and communications** via a single portal across the health system

Executive Sponsor: Ellen Smith   **Technology Platform:** Cerner + 3rd Party   **Implementation Partner(s):** Cerner

Alignment Framework: Innovate Technology

HealtheIntent / Population Health

Strategic project to create **singular health registries** across the system

Executive Sponsor: Laura Glenn   **Technology Platform:** Cerner + 3rd Party   **Implementation Partner(s):** Cerner

Alignment Framework: Transform Care Delivery

One Patient Record

Strategic project to implement a **single patient record** for all in-patient and ambulatory care experiences across the system

Executive Sponsors: Jodie Wick (Wave 1)   **Technology Platform:** Cerner + 3rd Party   **Implementation Partner(s):** Huron & Cerner
Laura Glenn & Paul Konopacki (Wave 2)

Alignment Framework: Inform Decision Making

Continuous & Ongoing

Optimization Solutions

Targeted projects to support optimization of existing technology platforms to improve day-to-day experience for patients and Munson team members

Regulatory Solutions

Targeted projects that require technology platform modifications to ensure Munson continues to adhere to evolving regulatory environment

Infrastructure Standardization

Standardizing the Charlevoix, Manistee, and Otsego hospital networks and end user equipment to enable seamless application access for all team members

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Program Management

Term	Description
Governance	The framework that defines how decisions are made; guidelines on authority and how escalations are managed.
Guiding Principles	Guidelines created to keep the project within its expected framework. Example: Make design decisions to maintain a patient-centered focus as the foundation of our transformation journey.
IT Roadmap	The overarching program that encapsulates the set of key strategic projects to move Munson Healthcare to a common technology platform, Improving the Lives of our patients and our Healthcare Team.
Organizational Risk and Readiness Assessment (ORRA)	Huron Consulting Group's proprietary assessment tool used to measure an organization's readiness to change and to identify and remove any barriers to change for future initiatives.
Program	A program focuses on the coordination of several strategic projects, over time, to deliver benefits to the organization (PMI, 2008b). Examples: IT Roadmap.

Program Management (Continued)

Term	Description
Strategic Project	A strategic project is chartered to create a specified "deliverable" as efficiently as possible (Project Management Institute [PMI], 2008a). It often aligns with a Strategic Goal. Examples: Digital Health, HealtheIntent / Population Health, One Patient Record.
Project	A project is charted to create a specified "deliverable" as efficiently as possible and often aligns with a solution.
Project Management Office	A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques (PMI, 2013a, p.10).
Project Scope	A list of business and operational goals, deadlines, and project deliverables as defined by project sponsors and approved by project governance, executed by the project team.
Project Change Request	Different from a standard IT Change Control process, a Project Change Request is a documented process to assess and facilitate decisions for any change request with potential impact to a particular Project's scope, timeline, or budget, thus ensuring continued project success and scope management.
Project Schedule	Project milestones and key tasks that aligns work on a chronological timeline.

3. Roles

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Roles - Governance

Term	Description
MHC IT Executive Committee	A committee that sets organizational policy, strategy, and budget; responsible for promoting cohesiveness through system adoption and standardization.
Program Sponsor	An executive leader who champions and demonstrates support of an initiative to stakeholders. Chris Podges is the Program Sponsor for the IT Roadmap.
Program Steering Committee	A team that provides executive support and guidance to the integration work groups to promote best practices; works with the project stakeholders to drive project progress; resolves conflicts between workgroups; reviews and makes decisions for key workflows, and/or potential impact on processes; approves overall strategy, policy and procedure changes, workplan, and design outputs; escalates issues to the Munson IT Executive Committee; serves as project champions, and provides visible leadership and champion of project.
Enterprise & Program Integration Workgroup	One of the Governance Committees who is responsible for evaluating system design and integration requirements with other solutions; and supporting communication across all workgroups.
Solution Workgroup	This group includes subject matter and technical experts who collaborate on the data collection and future state (workflow and technical) design. Ensures decisions and discussions follow guiding principles and project scope.

Roles – Key Change Management Roles

Term	Description
Change Network Champions	Individuals who are selected as liaisons between the project change management team and their peers. Trusted and respected by their peers in their respective department/unit, Change Network Champions, including Physician Champions are the go-to person of their peers to communicate concerns and questions, and obtain key information, including but not limited to change impacts and end-user training with their peers.
Key Stakeholders	People who are in the best position to influence or contribute to the success of the desired change. Examples: Munson Healthcare executive and senior leaders, hospital leaders, department leaders.
Stakeholders	Stakeholders are people with an interest or concern in a project/initiative.
End Users	Individuals who will consume the software/finished product regularly.

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Roles – One Patient Record Roles

Term	Description
Clinicians	Medical professionals including a physician/provider, advanced practice provider (APP), nurse, medical assistant, or other staff who have direct contact with and clinical responsibility for patients.
Implementation Team	Individuals that are responsible for planning and executing a project's goals; monitor the work plan and consider how the software will be used among different teams and users. The Implementation Team includes project managers, solution workgroup participants, and subject matter experts.
Program Manager	Individual responsible for overseeing all projects that are occurring at the organization, coordinating all efforts to ensure a project accomplishes its goal. Example: Prudence August - the Manager of the Project Management Office.
Subject Matter Expert (SME)	An individual with deep knowledge of the operational processes and requirements of a topic or area dependent upon workgroup application needs.

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4. One Patient Record Project

One Patient Record

Term	Description
Current State Review (CSR)	An assessment conducted by a project team to understand the processes and workflows an organization is presently practicing.
Data Collection Workbook (DCW)	A collection of data that is standardized and placed in a workbook; used to communicate with Cerner to establish application build.
Data Migration	An automated process of transferring data from a legacy system to the Cerner system.
Data Abstraction	A manual process of abstracting a subset of essential data from a legacy system and entering them into the Cerner system.
Data Archive	A process to identify data that is no longer active and moving it out of production systems into long-term storage systems.
Deviation	A model change that is significant or departing from usual or agreed-on standards as outlined in the project scope.

One Patient Record (Continued)

Term	Description
Electronic Health Record (EHR)	A software application that displays a patient's medical/health information and comprehensive patient record in a digital format.
FetaLink	Provides a visual display of near real-time fetal monitor data that can be accessed at the patient's bedside or from a central monitor.
FirstNet	Cerner's clinical solution that supports functions required in the Emergency Department.
Future State Review	An assessment that is conducted to understand a future process or workflow once changes are made.
Gap Analysis	An assessment that outlines the difference between a current process and a future process. Results from the analysis aid in bridging any gaps between the two processes.
Go-live	Operational date for when a project is available for use to the end-user.
Integrated Testing	End-to-end scenarios simulating future state to validate expected functionality and performance between modules once changes are made in a system.

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One Patient Record (Continued)

Term	Description
PathNet	Cerner laboratory solution to automate clinical, financial, and managerial processes in the clinical laboratory.
PharmNet	Cerner's solution for Pharmacy to gather clinical and demographic information to help improve medication outcomes.
RadNet	Cerner solution to automate and streamline diagnostic imaging operations.
SBAR	A document that describes a situation, background, assessment, and recommendation to support driving toward a decision.
SurgiNet	Cerner EMR solution for intraoperative documentation, preference card management, item maintenance and case charging.
User Acceptance Testing (UAT)	A group of end-users that verify if the software is working as designed; testing usually occurs near the release of the final product.
Women's Health and Pediatrics	Cerner women's health solutions to collect pertinent information and integrate directly into the EHR.

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5. One Patient Record Acronyms

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ADT	Admission, Discharge and Transfer
BCE	Batch Charge Entry
BCMA	Bar Code Medication Administration
BMDI	Bedside Medical Device Interface
Care Compass	Unit specific patient list
CDM	Charge Description Master
CDR	Clinical Data Repository
CI	Clinical Informaticist
CPA	Cerner Patient Accounting
CPDI	Cerner Provision Document Imaging (to view documents for e-Sig)
CPM	Cerner Patient Management
CPOE	Computerized Provider Order Entry
CR	Change Request
CRA	Conversion Readiness Assessment
CSR	Current State Review
CTC	Cerner Technology Center
CWx	CernerWorks
DCW	Data Collection Worksheet
DDM	Design Decision Matrix
DOE	Department Order Entry
DTA	Discrete Task Assay

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EHR/EMR	Electronic Health Record/ Electronic Medical Record
EL	Engagement Lead (Cerner)
eMAR	Electronic Medication Administration Record
ESH	Event Set Hierarchy
ESI	External Systems Inbound
e-Sig	Electronic Signature
ESM	Enterprise Scheduling Management
ExitCare	Patient education application
FCT	Facility Charge Ticket
FIN	Financial Identification Number
FSI	Foreign System Interface
IA	Integration Architect
INet/IView	Cerner flowsheet documentation
IT1/IT2	Integration Testing round 1 and round 2
KPI	Key Performance Indicator
MAW	Medication Administration Wizard
MDI	Medical Device Interface
MPage	Displays patient information from multiple locations in a single view
MPI	Master Person/Patient Index
MRN	Medical Record Number
MU	Meaningful Use
NQI	Nursing Quality Indicators

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PCR	Project Change Request
RadNet	Cerner Radiology application
RALS	Remote Automated Laboratory System
RHO	Remote Hosting Option
RRD	Remote Report Distribution
SBAR	Situation, Background, Assessment, Recommendation
SME	Subject Matter Expert
SN	SurgiNet- Cerner Surgery application
SOR	Stop Order Report
SR	Service Request or System Review (depends on context)
SU	Super User
TNF	Template Non-Formulary
TTT	Train the Trainer
WBT	Web Based Training or Windows Based Training (depends on context)
724Access	Read-only access to all data and clinical applications during a Millennium downtime

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