SUCCESS Framework

Presented to
Social Services Appropriations Subcommittee

February 12, 2015
SUCCESS – Projects

- Medicaid Accountable Care Organizations
- Medicaid Operations
  - Suspended Claim Review
  - Provider Application Processing
- Environmental Quality Laboratory Testing
- Baby Watch Early Intervention Services
- Online Requests for Birth and Death Records
Team Engagement
Leadership Support
Local Ownership
Constant Communication
Data – Not Anecdotes or Perception
“Holistic” View – Review Entire System
Medicaid ACOs

- Effective January 1, 2013
- Mandatory Enrollment – Wasatch Front
  - SelectHealth
  - Molina Healthcare of Utah
  - Healthy U
  - HealthChoice
- ACO Enrollment 70% of 275,000 (192,500)
Medicaid ACOs

- S.B. 180 (2011 General Session)
- ‘…limit rate of growth…to rate of General Fund growth…’
- SUCCESS/ACO Evaluation:
  - PMPM Analysis
  - Quality – HEDIS
  - Patient Satisfaction - CAHPS
Quarterly Weighted Average Metro PMPM: All Groups

ACO Implementation
Health Plan Satisfaction
Consumer Assessment of Healthcare Providers and Systems (CAHPS)

- **2013**: Medicaid 84.7%  
  - Commercial Plans 60.1%
- **2012**: Medicaid 84.5%  
  - Commercial Plans 59.1%
- **2011**: Medicaid 71.8%  
  - Commercial Plans 54.3%

- **Legend**
  - Orange: Medicaid
  - Teal: Commercial Plans
HEDIS and CAHPS

Healthcare Effectiveness Data and Information Set (HEDIS)
https://health.utah.gov/myhealthcare/reports/hedis/

Consumer Assessment of Healthcare Providers and Systems (CAHPS)
https://health.utah.gov/myhealthcare/reports/cahps/2013/

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2014 Volume of Medicaid claims (approx.) 6.3 Million

98% of claims auto-adjudicate

Approx. 115,000 claims (average) suspend – require manual intervention

Historic backlog of claims typically ranges 8-12 weeks

Current backlog = 2 weeks
Higher level of performance achieved by:
- Application of SUCCESS principles
- Effective management
- Team members engaged and committed

Specific tactics contributing to efficiency:
- Combined customer service teams
- Assign workload based on staff skills
- Implemented peer-to-peer training
- Modified telephone shifts to allow more “protected” processing time
Medicaid Health Care Provider Panel:

- 31,900 Enrolled Providers
- 29,200 Utah-Based Providers
- 7,200 Providers Billed Medicaid in 2014
Medicaid Provider Application Processing

- New ACA Requirements:
  - Site visits required for certain provider types
  - Re-credentialing every three or five years
  - Expanded background checks and database access
Medicaid Provider Application Processing

- Current Processes and Backlog of Work
  - PRISM Release 3 — October 2015
  - 2014 Application Backlog 10-12 Weeks
  - Current Backlog 6 Weeks
Medicaid Provider Application Processing

- Specific tactics used to improve efficiency
  - Re-allocated staffing resources – increased “protected” processing time
  - Redistributing some clerical functions – mail, faxes, key verify
  - Assess staff skill levels – targeted training
  - New teams assignments – re-energize and new perspective
Four Testing Sections

- Environment Chemistry
- Forensic Toxicology
- Infectious Diseases
- Newborn Screening
SUCCESS FOCUS – ENVIRONMENTAL CHEMISTRY

- Inorganic (phosphates/nitrates), Organic (pesticides), Metals (copper, lead, mercury)
- Thousands of water and soil samples tested each month
- Samples gathered throughout the State
- Primary customer – Utah Department of Environmental Quality
AFTER A YEAR OF OBSERVATION

- Real Time Operational Data Reviewed Weekly
  - LEAD TIME by (a) testing, (b) data review, (c) reporting
  - % of samples meeting Service Level Agreement (46 days)

- 2014:
  - 29 DAYS, 85% of samples
  - 27 DAYS, 75% of samples

- 2013:
  - 46 DAYS, 75% of samples
Baby Watch
Early Intervention Program

- Program Focus
  - Children – birth to three years of age
  - Identify and respond to concerns about child development
  - Provide support and coordinate services
  - Create strategies – build on family concerns, priorities, and resources
Future Development Focus/Objectives

- For infants and toddlers from disadvantaged backgrounds:
  - Increase rate of functioning in area of social – emotional skills
  - Increase percentage that receive at least six months of early intervention service
Secure Internet Link for Vital Event Records (SILVER)

- Request birth certificate online
- State Issued 79,322 copies of birth certificates (2014)
- 24,623 requested online via SILVER
- State issued 13,589 death certificates (2014)
- Future development – upgrade “look and feel” current system; include birth and death records