



# 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

# Foundation for SUCCESS



- 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

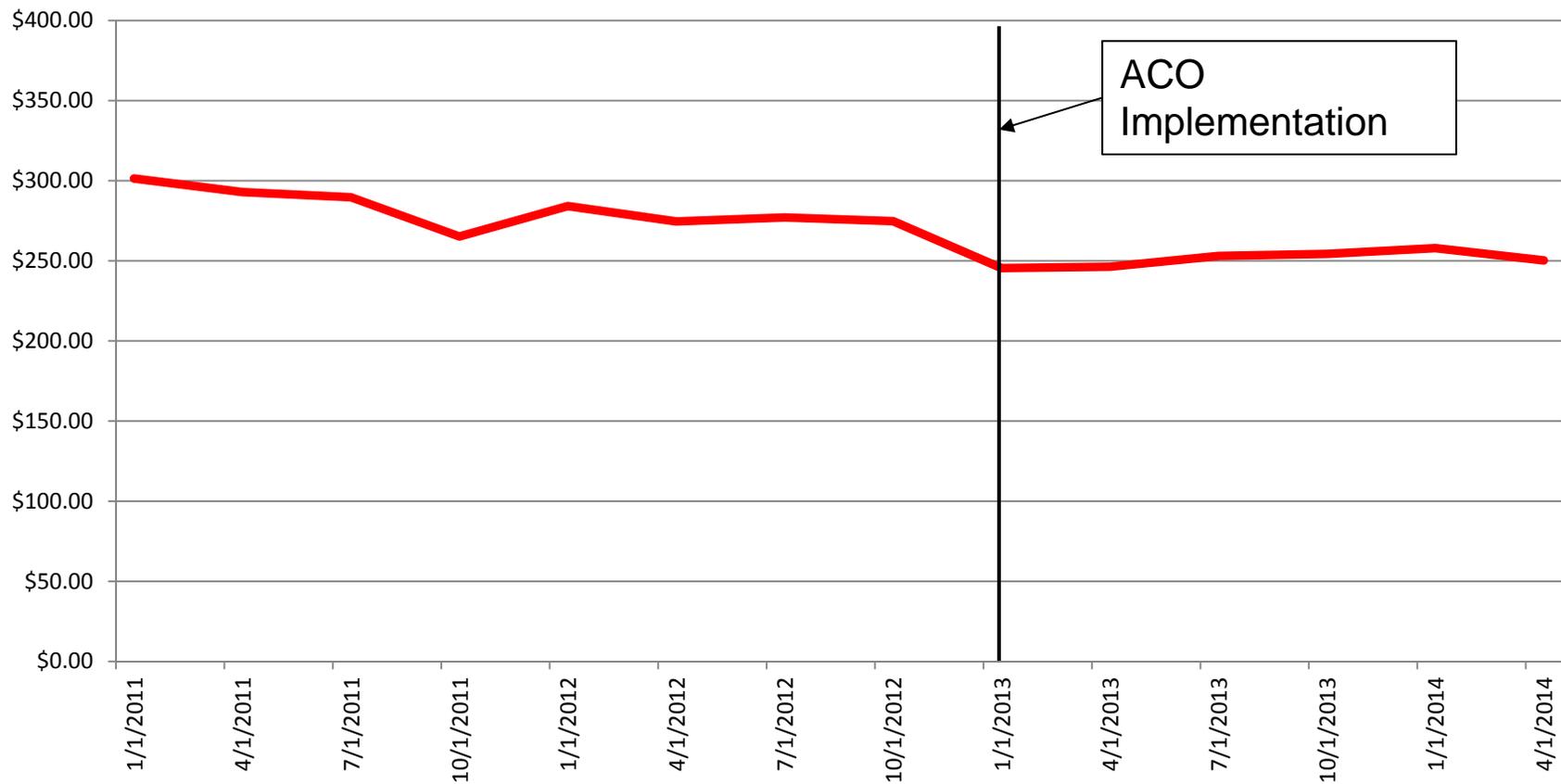


- S.B. 180 (2011 General Session)
- ‘...limit rate of growth...to rate of General Fund growth...’
- SUCCESS/ACO Evaluation:
  - PMPM Analysis
  - Quality – HEDIS
  - Patient Satisfaction - CAHPS

# ACO - PMPM Trend Chart



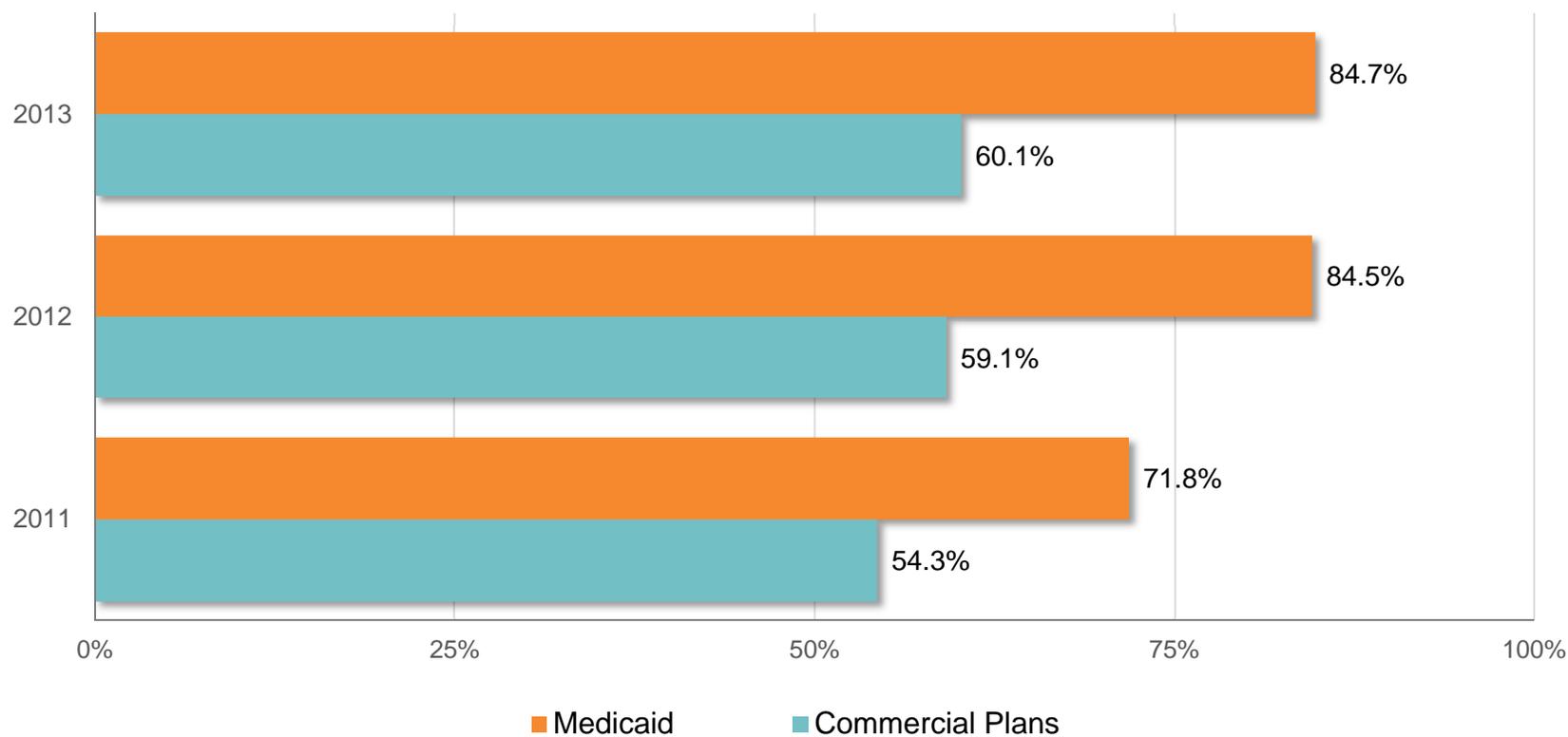
## Quarterly Weighted Average Metro PMPM: All Groups



# CAHPS



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



# 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/>

February 12, 2015

# Medicaid Suspended Claims Processing



- 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

# Medicaid Suspended Claims Processing



- 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 Provider Application Processing



- 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
  - Manual Processing – Paper Application and Support Documentation
  - 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

# Utah Public Health Lab



## Four Testing Sections

- Environment Chemistry
- Forensic Toxicology
- Infectious Diseases
- Newborn Screening

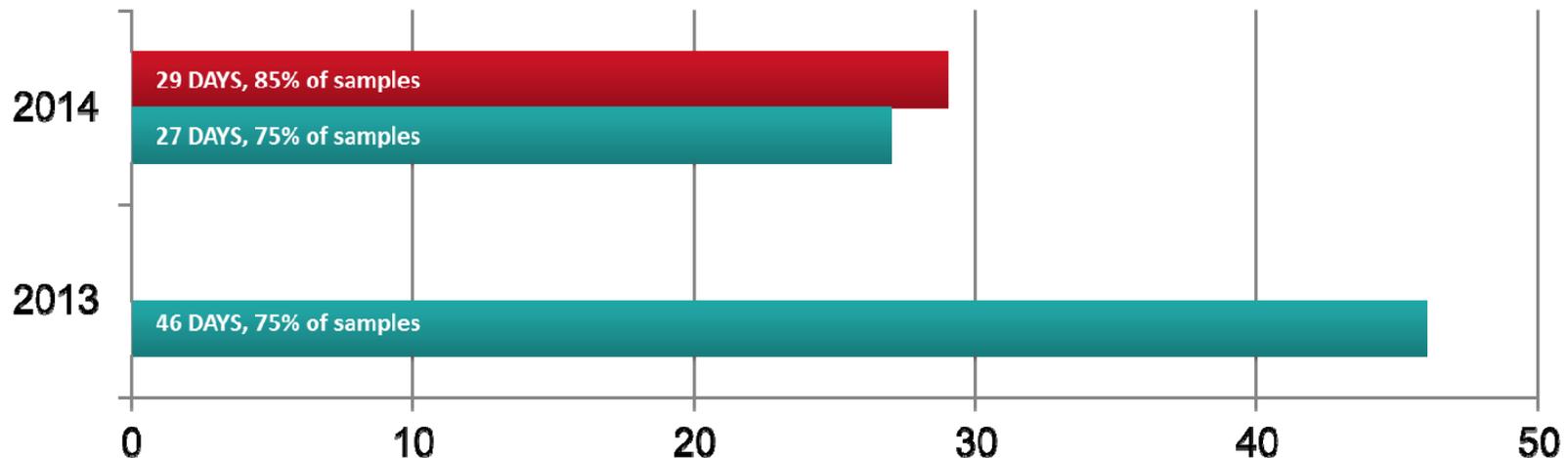
## SUCCESS FOCUS –

### 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)



# 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

# Baby Watch Early Intervention Program



## 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

# Vital Records and Statistics



- 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