

Prioritized List of Health Services

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Executive benefits summary of the initiative

The Health Services Commission (HSC) Prioritized List of Health Services is the foundation for providing health services for people receiving Oregon Health Plan (OHP) benefits. The Commission prioritizes health services, and the Legislature draws a line somewhere on the list to indicate the funded services; services above the line are funded – those below are not. The list undergoes five revisions during a biennium. In January of every other year, HSC revises the list with changes to the list of services (such as the funding line or the priorities may change), if applicable. Every year in April and October, HSC makes technical changes to the list. Implementation of all changes involves coordination between HSC and various units in DMAP.

This transformation project focused on improving the implementation of the revised list by streamlining the steps involved, clarifying roles and responsibilities and improving the understanding of the interrelationship of the units. The April 1, 2009 implementation was successful in meeting deadlines, individual units involved knew their responsibilities, and individuals followed through with their responsibilities.

Redeployment Plan

Time savings is minimal, but the nurses will redeploy the savings to their other job duties that require clinical expertise.

Improvement summary

DMAP held a rapid process improvement (RPI) event in January 2009 and also created a RACI (Responsible, Accountable, Consulted and Informed) chart to streamline the process across the eleven units involved. Specifically, the initiative resulted in:

- Clarifying and reducing the steps involved in the HSC process.
- Clarifying roles and responsibilities, including who is accountable, responsible, consulted or informed.
- Developing, sharing and completing nineteen action items among the participants to further improve the HSC process.
- Successfully implementing the April 1st list changes on time.

Benefit/outcome description

People:

This initiative reduced confusion about roles and responsibilities across the eleven units involved in the list process. The HSC List Coordinator and her manager will coordinate periodic updates of the RACI chart so that the process for HSC List changes will continue to operate in a streamlined manner with clear roles and responsibilities designated.

- Knowledge of staff and unit responsibilities reduced rework or duplication of processes.
- The RACI chart makes it possible for other units or divisions to assist in the implementation of list changes by having process steps documented so that there is no longer ambiguity about who should be doing what.

Quality:

- DMAP developed training programs for employees, managed care organizations, and providers to specifically target individual needs and to improve overall understanding.
- DMAP developed a master calendar to coordinate policy changes with new list implementation, which has helped staff know what they are supposed to do and when so that they can plan ahead.
- DMAP developed a data base to track non-paired claims submitted for payment reconsideration. By tracking reconsideration requests, staff and managers are informed about which policies and rules made need to change to reduce rework and the number of reconsiderations received in the future. The database also helps identify specific providers who need training.

Cost Savings:

- In the original process, three separate employees reviewed list changes to ensure accuracy, and the work of these three employees is the baseline information for computing the cost savings. The new Medicaid Management Information System (MMIS) will soon have the ability to load the HSC list automatically, which will result in more accuracy and require only minimal spot checking by one person.

Logic Description

The HSC process is the foundation for the Medicaid benefit program. This process crosses into eleven units on an ongoing basis. The turnover in employees resulted in confusion, disorganization, fragmentation, and in wasted time throughout the process. Individual and unit responsibilities had not been defined or documented. The past fragmentation interfered with the employee's ability to perform other assigned responsibilities.

This initiative resulted in reducing this accuracy check from a total of three staff to one person, thereby reducing the work of two nurses – one at the Public Health Nurse (PHN) 2 classification at and one at the Operations and Policy Analyst (OPA) 3 classification at as well as one other staff person – an Administrative Specialist (AS) 2. On an average, each person spent five hours on each of the five biennial reviews. This totals twenty-five hours for each staff in a biennium for a total baseline of seventy-five hours. Put in annual terms, the yearly savings is twenty-five hours of time saved between two public health nurses, for a total of \$1,156 cost savings.

Baseline

3 people reviewing list before initiative X 5 hours per review X 5 biennial reviews = 75 hours per biennium or 37.5 hours annually

Current

1 person reviewing list after initiative X 5 hours per review X 5 biennial reviews = 25 hours per biennium or 12.5 hours annually

Sustainability Plan (June 1, 2009 though May 31, 2010)

The HSC List Coordinator and her manager will monitor staff understanding of their roles through ongoing updates regarding current issues and policy changes.

Ongoing Metrics for the Next 12 Months

This is a one-time savings so there is not a need for ongoing monitoring of the metrics.

Attachments:

- Data Spreadsheet
- Reinvestment Plan
- Business Case

References:

Surveys – customer/client:

Reports – internal/external:

Web links:



HSC LIST
Estimated Hourly Salary and OPE Savings

CLASS	CLASS TITLE	RNG	STEP 6	STEP 9	BASE Cost	Costs Savings
OA C0108 AA	Administrative Specialist 2 (Cherri)	19	Hourly Salary	\$ 18.66		
			Hourly OPE	\$ 9.16		
			Total	\$ 27.82		
OA C6229 AA	PUBLIC HEALTH NURSE 2 (Caroline)	31	Hourly Salary	\$ 32.90		
			Hourly OPE	\$ 11.42		
			Total	\$ 44.32		
OA C0871 AA	OPERATIONS & POLICY ANALYST 3 (Issie)	30	Hourly Salary	\$ 36.21		
			Hourly OPE	\$ 11.95		
			Total	\$ 48.16		
	AS 2 @12.5 hrs per year			\$ 347.75	\$ 348	\$ -
	PHN 2 @ 12.5 hrs per year			\$ -	\$ 554	\$ 554
	OPA 3 @ 12.5 hrs per year			\$ 602.00	\$ 602	\$ 602

Total Per Year		\$ 1,504	\$ 1,156
Total Per Biennium		\$ 3,008	\$ 2,312

Notes:
 -AS2, PHN 2 & OPA3 classes above are represented employees
 -OPE includes the following categories:

- ERB Assessment
- PERS
- Social Security Tax
- Workers' Comp
- Flexible Benefits