

Manage Member Grievance and Appeal: Business Capabilities

Member Management: Manage Member Grievance and Appeal: Business Capabilities				
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5
Business Capability Descriptions The Section provides general background on the Business Process at Level 1 – 3. It is used to identify the differences between Levels.				
What media are used to collect and store case documents?	This is an all-manual process. Grievances and appeals are filed via fax and USPS. Confidential documents are transferred by certified mail.	Documents are scanned and the case file is automated and can be shared among case workers.	MITA standard interfaces are used for Grievance and Appeal triggers (grievance and appeal application data) and results (case resolution).	
Are standards used in development of case documents?	No standards beyond general requirements for establishing a case.	Local documentation standardization is established.	MITA standard interfaces are used to initiate and develop the case, e.g., Request documentation; Validate credentials; Maintain case	
How are requests for additional documentation handled?	Requests for documents are managed manually.	Some review steps are automated using agency specific standards.	Case file is Web-enabled; information is shared among staff managing the case.	
How timely is the End to End process?	Indeterminate, lengthy	Time required to develop the case is reduced. Staff increased productivity by 50% from Level 1.	Additional streamlining of case process due to adoption of standard interfaces. Staff increased productivity by 50% from Level 2.	

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How is case information verified?	Verification of information is handled manually. There may be inconsistencies between cases of the same type.	There is more consistency in the steps taken in the review and resolution process	Medicaid collaborates with other health and human services agencies that manage appeals to create a one-stop shop model for both member and consumer appeals, increasing accuracy of data by verifying multiple sources of information.	
Va. As Is:	<p>This is mostly a manual process. Grievances and appeals are filed via fax and USPS. Fee For Service appeals can be hand delivered or received by e-mail. Managed Care grievances can be received via phone.</p> <p>Request for documentation and transfer of confidential documents can be done via fax and e-mail.</p> <p>Verification of information is handled manually.</p> <p>The process is lengthy.</p> <p>There may be inconsistencies between cases of the same type.</p>	<p>Documents are scanned and the case file is automated and can be shared among case workers.</p> <p>The appeals process for Prior Authorization, which is done by Keypro, is an automated process.</p>		
Va. To Be:		As DMAS moves toward more automation, we would like for all documents to be scanned and filed electronically to reduce time and increase consistency of the process.		

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Business Capability Quality: Timeliness of Process				
<p>What is the timeliness of the End to End (E2E) process?</p> <p>[Note: this measure does not include legal steps to stop the process.]</p>	<p>This is an all-manual process; Cases typically require months to complete.</p> <p>Duration of process is 180 business days or longer.</p>	<p>Automation in development of case file, scheduling hearings, storing documents results in reduction in E2E time.</p> <p>Duration of process is 100 business days or less.</p>	<p>Standardized MITA interfaces further streamline the E2E process.</p> <p>Duration of process is 45 business days or less.</p>	
<p>What is the timeliness of requests for information associated with the case?</p>	<p>Requests are dependent on telephone, fax, and mail service. May take weeks to receive information.</p> <p>Duration of request/response is 20 business days or longer.</p>	<p>Requests for member information are automated via AVRS, Web portal, EDI within an agency.</p> <p>Duration is 10 business days or less.</p>	<p>Standard interface messages between the agency and the member or business associated are used. Responses to research questions are immediate across all data sharing partners within the state.</p> <p>Duration of process is 4 hours or less.</p>	
Va. As Is:	<p>This is a mostly manual process. Normal cases typically require months to complete.</p>	<p>Responses to research questions within the agency are immediate.</p>		
Va. To Be:		<p>DMAS would like to improve its timeliness and its use of automation.</p>		
Business Capability Quality: Data Access and Accuracy				
<p>How accurate are the case data?</p>	<p>Information is researched manually resulting in inconsistencies among</p>	<p>Automation of case files improves accuracy.</p>	<p>Standard MITA interfaces improve accuracy of content.</p>	

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	case files; there are no standards for case data. It is difficult to measure accuracy.	Business rules are used to validate origin data. Case information is more accurate than Level 1. A standardized grievance definition is determined within State Medicaid e.g., eligibility, MCOs.	Case information is accurate 98% of the time.	
How accessible are case files (to authorized viewers)?	Requests are managed manually resulting in delays. Accessibility is rated as Poor	Access to available information is facilitated via Web portal and EDI channels using standard formats. Accessibility is rated as Good.	Access uses standard MITA interface and messaging. Accessibility is rated as Excellent	
Va. As Is:	Information is researched manually. There may be inconsistencies in responses. There are no standards for case data.	Prior Authorization appeals can be accessed over the Web.		
Va. To Be:		DMAS would like to improve access and accuracy by use of additional automation and standardizing the process.		
Business Capability Quality: Cost-Effectiveness				
What is the ratio of cost of operations to number of cases managed?	Process is labor-intensive.	Automation of some research steps increases productivity levels of staff required to manage caseloads.	Collaboration with sister agencies that may conduct parts of the appeals cases increases cost-effectiveness.	
Va. As Is:		DMAS uses an Oracle database and on-line screens to help manage		

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		cases.		
Va. To Be:		DMAS would like to standardize the use of automation to improve the cost-effectiveness by reducing staffing requirements to manage a case.		
Business Capability Quality: Effort to Perform; Efficiency				
What is the level of efficiency in this process?	Staff research and maintain manually. Highly inefficient due to manual processes.	Responses to requests to collect and verify member case information, and case management activities, are automated. Meets goals for efficiency improvements from Level 1.	Standardization of input and case results allows staff to focus on analytical activities. MITA standard interfaces standards are used for creation of a case, acquisition of information, and publication of results. Improved efficiency from Level 2 processes.	
Va. As Is:	Staff research and maintain manually.	DMAS uses an Oracle database and on-line screens to help manage cases.		
Va. To Be:		DMAS would like to standardize the use of automation to improve efficiency of the process.		
Business Capability Quality: Accuracy of Process Results				
What is the level of accuracy in the case results?	There may be inconsistencies in results between similar cases.	Results are documented and recorded automatically and can be accessed and reviewed as needed.	MITA standard interface improves accuracy of case results.	
Va. As Is:	For the Managed Care	The Oracle database used		

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	grievance process, terms of the settlement or results of the hearing are manually documented according to the administrative rules of the state. There may be inconsistencies between similar cases. Process complies with agency requirements.	by DMAS to help manage case; calculates time tables for the processes and tracks the process over time.		
Va. To Be:		DMAS would like to standardize the use of automation to improve the accuracy of results.		
Business Capability Quality: Utility or Value to Stakeholders				
What is the degree of satisfaction to the member regarding the process? [Note: does not ask about satisfaction with the Result]	Low level of satisfaction due to demands of and delays in the process.	State has determined standardized measurement improving member access, communication, and implementation of the grievance and appeal process. The member benefits from introduction of automation to speed up the case resolution. Satisfaction level is higher than Level 1	Members benefit from consistency and predictability of the process. Satisfaction level is higher than Level 2	
What is the degree of satisfaction to stakeholders?	Business process complies with agency and state requirements for a fair hearing and disposition. However, stakeholders are not	The agency benefits from introduction of automation to speed up the case resolution. Stakeholders are satisfied.	Agencies benefit from introduction of MITA standard interfaces. Stakeholders are very satisfied.	

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	satisfied with the burden of research and delays.			
Va. As Is:	Business process complies with agency and state requirements for a fair hearing and disposition.	The automated process for Prior Authorizations appeals has greatly benefited the members.		
Va. To Be:		DMAS wants to standardize the use of automation to benefit both the members and the agency with faster and more consistent results.		