

# PROJECT CHARTER

<b>Project Name</b>	
Unable to Reach (UTR) Process Optimization	
<b>Opportunity</b>	
Currently, the process for handling nonresponsive members is different with each program at CMO.	
<b>Goal</b>	
Standardize and optimize the process for handling nonresponsive members.	
<b>Objectives</b>	
<ul style="list-style-type: none"> <li>Solve a multi-objective constrained optimization problem such that the response rate is maximized while the cost is minimized</li> <li>Determine the optimal number of times to outreach a member before flagging them as UTR</li> <li>Determine the optimal amount of time between outreach attempts</li> <li>Determine the optimal time frame in which to outreach members</li> <li>Determine the time(s) of day which yield the highest response rate(s)</li> <li>Determine the appropriate amount of time that a member should remain flagged as UTR before attempting to contact them again (placing them back on the enrollment list)</li> <li>Determine the response rate of each method (phone call, mailed letter, home visit)</li> <li>Calculate yearly expenditure on mailed outreach attempts (paper, stamps, ink, other printing costs, staff-hours for programs with call centers) vs. response rate to determine whether or not to continue this outreach method</li> </ul>	
<b>In Scope</b>	<b>Business Case</b>
The scope includes the UTR processes for the following NCM programs: Enrollment, Baseline (?), Health Home, ICM, Diabetes, Respiratory, CKD, HF, Complex Case Management, Housing, Post Discharge, and MLTC.	The first stage of the care management process is enrollment. The outreach step in the enrollment process includes contacting members and documenting their interest in being managed by CMO. A standardized process for handling nonresponsive members will streamline the outreach process.
<b>Constraints</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Some programs (i.e. Health Home) have federal or state regulatory requirements regarding the number of outreach attempts and the length of time between outreaches.</li> <li>Data collection via DA&amp;R difficult because of resource constraints</li> </ul>	<ul style="list-style-type: none"> <li>Cost includes resources, monetary expenses, and staff hours</li> <li>Maximize response</li> </ul>
<b>Methodology</b>	<b>Deliverables</b>
Lean	"As Is" workflow(s), "To-be" workflow, value stream map, cause & effect diagram
Six Sigma	Cost/benefit analysis, control charts, Pareto chart, ANOVA, Tukey's test, process capability, standardized work

<b>Issue Date: 00/00/2016</b>			
<b>Core Team Members</b>		<b>Stakeholders</b>	
<b>Name</b>	<b>Role</b>	<b>Name</b>	<b>Role</b>
Ashley Holmes	Project Leader		Stakeholder
	Bus. Architect		Stakeholder
	DA&R		Stakeholder
			Stakeholder
			Champion
<b>Subject Matter Experts</b>			
<b>Key Process Indicators</b>			
TBD by SMEs			
<b>Summary Project Status</b>			
<b>Projected Start Date</b>		February 2015	
<b>Estimated Completion</b>		TBD	
<b>Potential Financial Impact</b>		TBD	
<b>Milestones</b>	<b>Status</b>	<b>Due</b>	<b>Done</b>
Define	○		
Measure	○		
Analyze	○		
Improve	○		
Control	○		
Submit Final Changes	○		
<b>Sponsor Approval</b>			<b>Date</b>

 Not Started
  Completed
  On Schedule
  At Risk
  Off Track