

DMAIC

IMPROVE PHASE

Tools Used:

- **Brainstorming**
- **To-Be Workflow**
- **PDSA**

Brainstorming

Potential changes could be:

- Eliminating letter-sending entirely for every department (except Health Home since that process is federally mandated)
- Each department sends less letters per UTR cycle
- Standardizing/centralizing all UTR workflow processes so every department is doing the same thing

To-Be Workflow

PDSA

PLAN

Since the ANOVA test in the Analyze phase concluded that regardless of the different workflows between departments, all programs have a response rate that is statistically the same.

As a result, we will standardize all programs workflows to be identical. Since the Health Home (same as ICM-Gen) workflow process is mandated by state, we will convert all other departmental processes for handling UTR processes to follow the Health Home/ICM-Gen UTR workflow.

We can also now centralize and standardize the call center, so that the only time a specific department will be calling a member will be to perform an assessment. All other calls (i.e. scheduling, patient information, etc.) will be handled through a singular call center.

DO

Implementation via Process Simulator with Visio

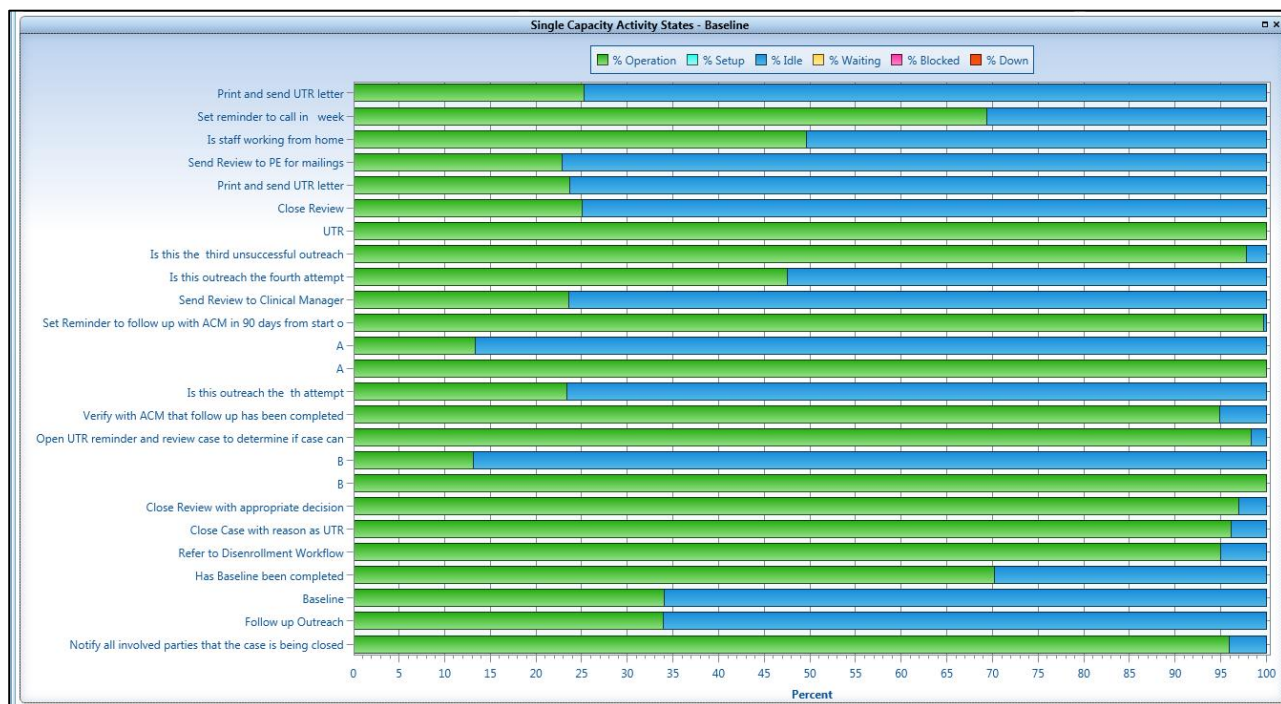
STUDY

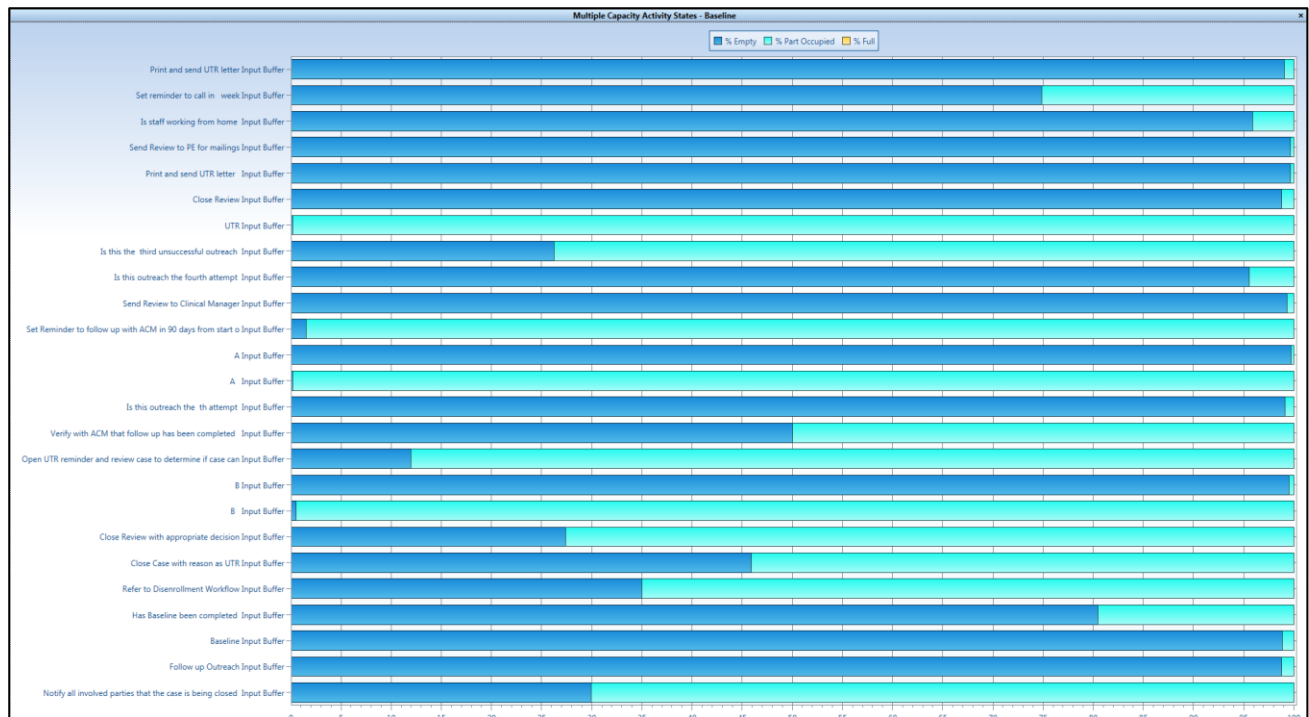
Task	Total Entries	% Utilization
Print and send UTR letter	198	25.24
Set reminder to call in 1 week	276	69.39
Close review	95	25.08
Send Review to PE for mailings	96	22.87
Send review to Clinical Manager	97	23.63
Set reminder to follow up with ACM in 90 days	389	99.66
Verify with ACM that follow up has been completed	386	94.85
Open UTR reminder and review case to determine if case can be closed	394	98.33

Close Review with appropriate decision	390	97.00
Close Case with reason as UTR	385	96.12
Notify all involved parties that the case is being closed	387	95.89
Follow-Up Outreach	134	33.93
Baseline	140	34.10
Refer to Disenrollment Workflow	384	95.01

Out of the 500 members who were called,

- 291.25 (58.25%) were disenrolled as UTR
- 104.65 (20.93%) were reached & need to complete Baselines
- 104.10 (20.82%) were reached for follow-up purposes
- 59.55 (11.91%) were sent letters





ACT

The percent of members reached is statistically the same as the previous analysis for each department. However, now that all departments are following the same rules (particularly only sending one letter at the 3rd unsuccessful outreach attempt over a 6 month period of time), a significant less amount of money was spent.

$59.55(0.57) = \$33.94$ for 500 members as opposed to \$122.20 spent on 500 members before the process redesign.

We spent \$88.26 less per 500 members, AKA we are saving about \$5.67 per member.

CMO currently manages around 225,000 members, which would lead to a savings of \$1,207,575,000 per year if all departments switched to this new workflow process.

The “act” is choosing to keep this process redesign.