



## **Executive Dashboards: Using Data to Make Better Decisions**

February 7, 2011

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## **About MHP**

- Medica HealthCare Plans, Inc.
  - State licensed PSO
  - Operating Medicare Advantage plans in Florida:
    - Miami-Dade County
    - Broward County
  - Inception June, 2005
  - Approximately 33,000 enrollees

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## Discussion Points

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- 1) Regulatory Environment
- 2) Creating and Maintaining a Compliance Dashboard
- 3) Now What?
- 4) What Items are on Your Dashboard?

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## Regulatory Environment

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- Health Care Reform
  - Minimum MLR: Squeeze on Administrative Costs
  - Reduction in Payment to Plans from CMS
  - Expansion of Medicaid eligibility
    - Cost of Non-Custodial Adults?

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## Regulatory Environment

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- Pay-For-Performance
  - Medicare Plan Star Ratings
    - Quality bonus demonstration for plans that obtain 3 or more stars based on performance in 53 measurement areas.
    - Miami-Dade County: ~\$37 PMPM payment difference between 3 and 3.5 star plans
    - Permanent Special Election Period for 5 Star plans

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## Regulatory Environment

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- Pay-For-Performance
  - Medicaid
    - Florida performance measures implementation:
      - Plans that meet performance measure will have higher weighting for auto-assignment.
    - Eventually, plans that do not meet performance measures will be fined.
  - Commercial far behind?

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## **Regulatory Environment**

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- CMS Enforcement Actions/Plan Audits
  - 2010:
    - 1 Plan Termination
    - 6 Suspensions of Enrollment & Marketing
    - \$845,000 in CMP's
  - 2007-2009:
    - 5 Plan Terminations (4 for Insolvency)
    - 10 Suspensions of Enrollment and Marketing
    - \$748,000 in CMP's
  - CAP's: 4,045 Pages! (December, 2010 Report)

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## **Compliance Dashboard**

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## **Why a Compliance Dashboard?**

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- Compliance being put in new position?
  - Responsible for Stars Performance?
  - Responsible for Service Area Expansion and New Product Offerings?
- CMS has their own dashboard, shouldn't you be watching the same indicators? And then some?
- Early Identification of Potential Problems
- Ability to provide senior management with immediate view of plan performance

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## **What is CMS Watching?**

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- Complaint Tracking Module (CTM)
- Beneficiary Access to Services/Drugs
  - Marketed formulary same as approved formulary
  - Access to six classes of clinical concern
  - Transition process
- Appeals & Grievances
  - IRE Overturn Rate
  - Timeliness of Cases to IRE

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## What is CMS Watching?

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- Stars Performance
- Sales & Marketing Activities
  - Marketing Surveillance Console
  - Marketing Misrepresentation CTM Cases
- Others?

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## My Dashboard

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- Your dashboard is whatever you want it to be
  - Prepackaged Software Programs
  - The term “Dashboard” is what you make of it...
  - Most items can be accessed daily
- Separate from other reports that are received at other times
  - Quarterly QA, FWA meetings, for example

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## My Dashboard

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- Sales & Marketing
  - Applications by agent
  - Applications written vs. Applications Accreted
  - Rapid Disenrollment by agent
  - Appointment Verification Recordings
  - Marketing Misrepresentation Complaints
    - CTM and Member Services Department

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## My Dashboard

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- Appeals & Grievances
  - Quantity
  - Category
  - Timeliness to IRE (Part C)
  - IRE Uphold Rate

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## My Dashboard

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- Enrollment
  - Applications submitted within 7 days
  - Avoidable Rejection Rate
  - 72 Hour Timestamp Report (4Rx data submissions on CMS generated enrollments)
  - Low Income Subsidy (LIS) match rate

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## My Dashboard

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- Member Services
  - Average Speed of Answer
  - % Calls answered in 30 seconds
  - Abandonment Rate
  - \*new\* New Member Verification Calls

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## My Dashboard

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- Pharmacy
  - Organization Determination Queue
  - Coverage Determinations
    - Turn Around Times
      - Expedited 24 Hours
      - Non-Expedited 72 Hours

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## My Dashboard

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- Complaint Tracking Module (CTM)
  - Quantity
  - Category
  - Avoidable vs. Non-Avoidable
    - I receive follow up on all avoidable CTM cases: counseling/training/disciplinary action, etc.

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## Dashboard “Success” Story

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- The CTM rate was significantly higher than previous years in April, May and June.
  - Implemented Corrective Action late-June
  - In August, received request for CAP from CMS: CTM outlier in July
- Ability to provide CAP immediately: July results better than June, and August looking even better!
  - CEO and others: Surprised at our results vs. peers, but not surprised with high CTM volume.

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**Now What?**

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## **What to do with the data?**

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- Implement Corrective Actions!
  - Attack areas of non-compliance before they become the “status quo”.
  - Training
  - Develop relationship with CMS Account Manager

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## **What to do with the data?**

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- Start a Conversation!
  - Why is this important?
  - What could become a problem?
  - What can we do now to improve now? What type of training is needed?
  - What outcomes do we wish to achieve? What will the benefits be?

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## **What to do with the data?**

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- Report, Report, Report...
  - Front line staff to CEO to Board of Directors
  - Committees
  - One on One's
  - If nothing else, there is understanding that “this is being watched”

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## **What is on Your Dashboard?**

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## What Am I Missing?

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- What items are on your dashboard?
- What suggestions do you have for me?

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Questions?

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## Thank You!

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