



Executive Dashboards: Using Data to Make Better Decisions

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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

- 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

- 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

- 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

- 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

- 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?

- 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?

- 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?

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

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My Dashboard

- 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

- 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

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

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My Dashboard

- 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

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

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My Dashboard

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

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My Dashboard

- 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

- 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?

- 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?

- 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?

- 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?

- 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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