

Post Eligibility Review Process

Agency: Health Care Authority

Customers: Recipients of Medicaid in Washington State as well as HCA internal staff.

Project Impact

The Washington State Health Care Authority improved the Post Eligibility Review Process, resulting in a production improvement from an average of 1848 per day to an average of 2705 per day while maintaining or slightly improving accuracy/quality. On average 91 Full Time Equivalents work the Post Eligibility Review process daily.

Project Summary

HCA is required to verify income for Medicaid recipients whose attested income appears not to match income data sources. Because of a dramatic influx of Medicaid applications, the Post Eligibility Review process had fallen behind to a point that pre-improvement rates of production were not projected to be able to keep up with new demand and/or the backlog (at any foreseeable point in the immediate future). Since Medicaid recipients receive benefits during the PER process, the longer the cases are in process, the longer benefits are paid for individuals who may be ineligible. The increase in PER production has helped to reduce the total PER backlog.

Problem Statement

1848 Post Eligibility Reviews completed per day compared to our target of over 2200, which we wanted to reach by 6/1/2017.

Project Results

Working with Post Eligibility Review subject matter experts, HCA implemented the following improvements:

- Improved flow of the PER process with documented process map and updated standard procedures.
- Trained staff on new process and standard procedures.
- Implemented new PER reporting process using Power BI that allows staff and managers to pull performance data in real time.



Cost

Avoided \$1.28 million in staff labor savings (half of annual rate) **from** baseline production of 1848 **to** improved production of 2705 per day using the same 91 FTEs.



The improved process will avoid \$2.5 million of staff labor costs annually because of improved efficiencies.



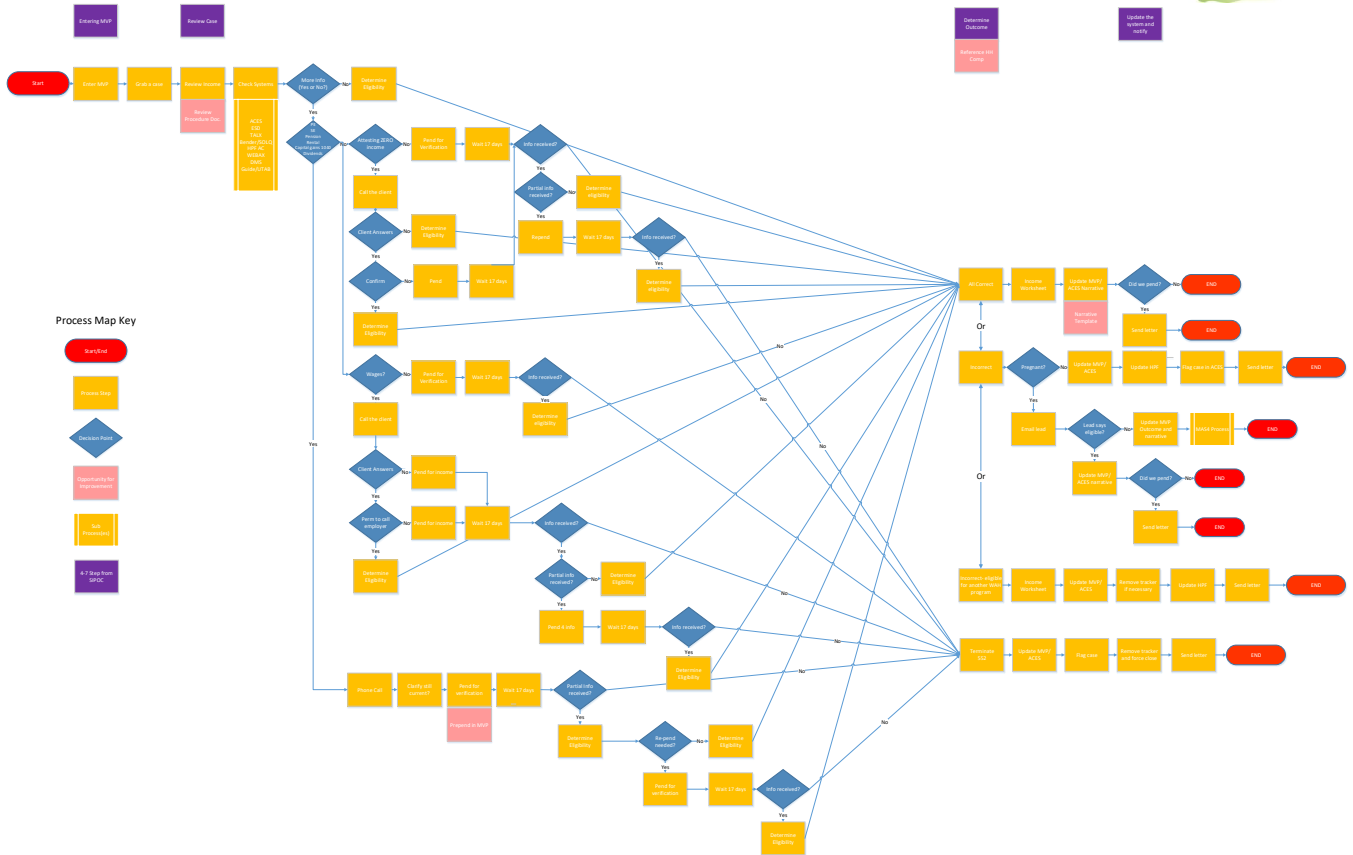
Time

Decreased PER processing time **from** 22.65 minutes per Post Eligibility Review **to** 15.48 minutes per Post Eligibility Review.

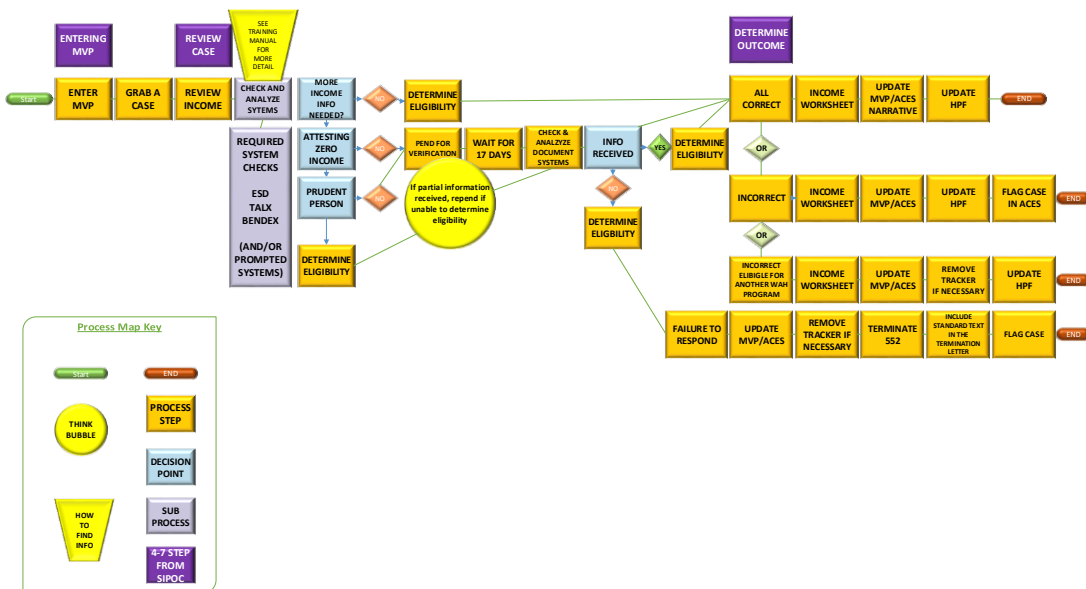


Roughly 32% productivity improvement without degraded quality.

Strategic Lean Project Report



Post-improvement Process Map: (22 Decision Points to 4 Decision Points)



Project Details

Date improvement project was initiated: 12/21/2016

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