Ohio Department of Medicaid
9401 Process

January 23rd – 27th, 2017
How Did We Get Here?

• New eligibility system and changes to how 9401 form is used.
• Changes have created confusion, extra work and backlogs between agencies.
• Individuals have lost coverage, medication and services due to issues.
Team 94-Oh Yeah!
Event Scope

• What is the first step in the process?
  – Individual is admitted or transferred to nursing facility

• What is the final step in the process?
  – County JFS runs EDBC
Event Baseline Data

- Admissions
  - ~9500 since 8/1/2016

- Discharges
  - ~5272 since 8/1/2016

- Errors
  - ~25% incorrect

- Managed Care Admissions/Discharges/Corrections Data Cleanup
  - 11,000 currently submitted
  - 10,000 expected in next month
Process Improvement Goals

- Evaluate 9401 form, workloads, involved individuals, and balance the work
- Bridge communication gap between involved parties to eliminate confusion
- Ensure timely entry of admissions and discharges and eliminate backlog to avoid patient loss of coverage and services
Change for the Better

• Customer focused
• Right people changing the process
• One week-quick and action oriented
• Necessary resources available immediately
• New process implementation begins next Monday
Day One

• Level setting
• Scope of event
• Stakeholder identification
• Current state mapping
Day Two

• Finish current state mapping
• Waste identification
• Value added discussion
• Lean Six Sigma training
Day Three

• Brainstorming
• Analysis
• Problem solving
• Process redesign
Day Four

- Future State Process
- Discussion and consensus
- Implementation planning
- Details
Today - Day Five

- More implementation planning
- Celebration
- Sharing results
Current State
Simpler

• Three separate processes for different uses of the form rolled into one simplified process.

• Fewer handoffs and decision points means less opportunity for process breakdowns and access to care issues.

• Amount of research required will be reduced, making processing easier.
Faster

• A paperless process means faster and more accurate sharing of information.

• Workloads on PAA and CDJFS agencies reduced, which would decrease backlogs and processing time.

• Removed interdependency between LOC and 9401, reducing bottlenecks and processing time.
Better

• A more efficient process results in less loss of coverage and services for individuals.
• Reduction in manual work means more time for employees to devote to value added work.
• Less confusion among stakeholders about where to submit information and for what reason.
• New resource for all Medicaid individuals to report changes to CDJFSs.
Less Costly

• Approx. 30,000 sheets of paper saved annually by nursing facilities (9401s sent to ODM and AAAs).

• Eliminating duplicative entry will reduce need for staff augmentation.

• Less administrative burden on Managed Care Plans.
# Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>70</td>
<td>10</td>
<td>86%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>17</td>
<td>2</td>
<td>88%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>15</td>
<td>5</td>
<td>67%</td>
</tr>
<tr>
<td>Delays</td>
<td>16</td>
<td>0</td>
<td>100%</td>
</tr>
</tbody>
</table>
Implementation Plans

- Training
- Policy
- Communication
- System Issues
- Miscellaneous
## Training

<table>
<thead>
<tr>
<th>What?</th>
<th>Who?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>NFs - New form (9401)</td>
<td>ODM Front Door Policy (Kelsey &amp; Lesli)</td>
<td>Available 1 wk before form go-live + ongoing (online instructional video), Video Conference call</td>
</tr>
<tr>
<td>CDJFS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTC Db - NFs, ODM, PAA, CDJFS</td>
<td>ODM/TA (FPA) (Kelsey, Lesli, + Mitch)</td>
<td>One month before go-live</td>
</tr>
<tr>
<td>DB Changes - CDJFS + PAA</td>
<td>Accenture/ ODM (Kelsey &amp; Lesli)</td>
<td>As needed</td>
</tr>
<tr>
<td>CDJFS - Change report form availability</td>
<td>TA (Mitch)</td>
<td>Video conference call in release month</td>
</tr>
<tr>
<td>NFs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Policy

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**What**
- OAC 5160-3-39
  Notification of Admission, Death, Discharge, Hospice
  - must be new but how?
  - as designated by a New/Oil?
- OAC 5160-3-02
  Nursing Facility PA
  (see above)
- MCP / MeCOP
  Provider Agreement
  Need to verify the H401 form as mentioned above, then change agreement.

**Who**
- LTC Policy (Kim Donica)
- Managed Care Policy (Mary S)

**When**
- 9 months to
- 30 days to 6 months
- 9 months to
- 6 months

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**What**
- OAC 5160-1-2-01
  Consumer Changes
  - may need to be revised method of communication.
  - Possible form or hotline?
- Items coming off 9401, does there need to be a new rule or just communicated?

**Who**
- Eligibility Policy (Carolyn H.)
- LTC Policy (input)
- Eligibility Policy & Managed Care Policy (input)

**When**
- 9 months
- 6 months
# Communication

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notification of Training</td>
<td>LTC, TA</td>
<td>Prior to Training</td>
</tr>
<tr>
<td>Create calendar of Events</td>
<td>Betsy</td>
<td>When training is scheduled</td>
</tr>
<tr>
<td>Keep Training Available for future use</td>
<td>LTC, TA</td>
<td>At end of training sessions</td>
</tr>
<tr>
<td>Distribute a Directory of who to contact when via email</td>
<td>Cheryl/Kelsey</td>
<td>ASAP</td>
</tr>
<tr>
<td>FAQ - to be developed</td>
<td>Cheryl/Kelsey, TA</td>
<td>ASAP</td>
</tr>
<tr>
<td>Create email group to keep in loop</td>
<td>Kelsey</td>
<td>2wks</td>
</tr>
</tbody>
</table>

| Report to LTC workgroup | Kelsey | 2wks |
| Report to NIF | Kelsey | Ongoing |
| Report to CDJFS | Mitch |
| Monthly Mtg of Medicaid Matters | Monthly |
| PAA's attend Site director meeting | Kelsey, Leslie |
| Monthly Mtg of Kaizen group | Betsy | Monthly |
## System Issues

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB Defects:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- LTC Screen Detail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Patient Liability/SoC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- OB needs to correct AUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OB to MITS Interface</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Edit Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(preventing uploads)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Existing Data/Update logic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OB Modify to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address LoC. (Requires Discussion)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interface from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NF Portal to OB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interface NF Portal to MITS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(requires Discussion)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- System change to support address changes reported to consumer hotline needs different type of approval.
<table>
<thead>
<tr>
<th>MISC.</th>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements sessioning</td>
<td>Mr 1</td>
<td>TONYA</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Approval form leadership</td>
<td>New 9401</td>
<td>Kelsy</td>
<td>Start Monday</td>
</tr>
<tr>
<td>New Change Form Report of New Change Form</td>
<td>Carolyn</td>
<td>Next week</td>
<td></td>
</tr>
<tr>
<td>Talk with Shawn about contract amendment</td>
<td>Carolyn</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SIMPLER. FASTER. BETTER. LESS COSTLY.
What Begins Monday?

- Begin approval process for new/changed forms
- Discussions on contract amendments
- Schedule regular Kaizen team check-in meetings
- Distribute communications directory
Special Thanks to...

**Senior Leadership:**
- Barbara Sears, Director, ODM
- Jim Tassie, Deputy Director, ODM
- Brian Smith, Acting Deputy Director, ODM
- Roger Fouts, Deputy Director, ODM

**Team Leader:**
- Kelsey Gallagher

**Fresh Perspectives:**
- Valerie Gladden, DPS
- Mark Thrasher, DAS

**Sponsor:**
- Tonya Hawkins

**Subject Matter Experts:**
- Ranjan Rao, ODM IT
- Meng Kuo, ODM IT