I CAN HEAR YOU –

BUT AM I LISTENING?

Presentation by:

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AGENDA

- When our members call, are we listening?
- Monitoring and Auditing
  - Both the business area and compliance

WHEN OUR MEMBERS CALL, ARE WE LISTENING?

- In general, we spend around 40-50% of our time listening
- We only retain about 25-30% of what we hear
- Add to that the technicality of what we discuss with our members

– well ….

WHEN OUR MEMBERS CALL, ARE WE LISTENING?

We must ask ourselves:

- Are we really capturing everything that is being presented in our calls with our members?
- Do those assisting individuals listen with an intent to hear versus an intent to immediately respond?
- Are our Customer Service Representatives prepared and knowledgeable about what is truly expected?
- If we don’t look and listen to the who, what, why, where and how – we will never know!

PRIOR CALL LOG UNIVERSES

ODAG – 2017 Table 14: Call Logs Part C / CDAG – 2017 Table 16: Call Logs Part D

- Include all calls received by the plan(or delegated entity).
- Look at Part C calls separately from Part D Calls.
  - Include in your Part C calls information about Part B medications.
- Use the date the call was received as the start.
- While plans may use different review periods in their monitoring, we suggest the following (this was through CMS guidance):
  - Plans with <50,000 enrollees: Use a period of 10 days of call per review period;
  - Plans with ≥50,000 but <250,000 enrollees: Use a period of 7 days of calls per review period;
  - Plans with ≥250,000 enrollees: Use 3 days of calls per review period.

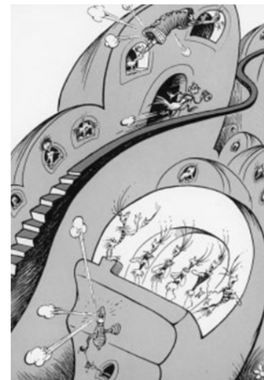
CMS CALL LOG UNIVERSES – 2019 AND BEYOND

- In a December 4, 2018 update for 2019 audits, CMS indicated it will be suspending its collection of Call Logs for audits going forward.
- **HOWEVER,** still feels that misclassification of coverage requests is extremely important. They will look at a plan's oversight of our call routing process during the CPE review.
- As such, we highly recommend that plans utilize the call log universes – or another mechanism - to monitor internal and delegated call centers on a regular cadence.

MONITORING AND AUDITING USING CALL LOG UNIVERSES

Monitoring and Auditing is a two pronged process:

- Business Unit Monitoring
  - Cadence should be at a more frequent level
  - Good opportunity to verify processes, training, etc.
  - Catch things early and remediate immediately
  - Monitoring results should be shared with Compliance – Compliance can be invited to review on a routine basis
- Compliance Department Auditing
  - Cadence may be less frequent and/or ad hoc based on business unit monitoring results
  - More "formalized" reports and remediation plans
  - In depth review of processes and training



MONITORING AND AUDITING USING CALL LOG UNIVERSES

- **Monitoring can be conducted in different ways:**
  - Webinar review:
    - Webinar's allow you to actually listen to the call at the same time your seeing the documentation.
    - It can actually make it easier for both the business unit and reviewer.
    - Screen shots can be requested for documentation purposes.
  - Desktop review:
    - May be a bit more cumbersome for the call center.
    - Request CSR notes, call recordings and other documentation.

MONITORING AND AUDITING USING CALL LOG UNIVERSES

- **Once you pull the call universe, look for call samples that:**
  - Have multiple requests;
  - Are longer – these typically may have more requests;
  - Have details that seem a little suspicious in nature;
  - Are flagged as a grievance and/or appeal.
- **Target calls that appear complicated, seem to have a number of potential questions being asked, etc.**
  - Review for classification;
  - Documentation;
  - Handoffs and conversations between the customer service representative/staff member and the members (or their personal rep).

MONITORING AND AUDITING USING CALL LOG UNIVERSES

Calls can be full of information, background noise, confusion, etc. It's important that everything is captured and addressed.

THINGS TO REVIEW:

- What is the call regarding (what is being asked):
- Listen to the call recording:
  - Does the documentation match?
  - How was it processed, were there handoffs to other CSRs or Departments?
  - Did the CSR address all the items within the call?
  - Was the call classified appropriately?
  - If the call was classified as an inquiry was it a first call resolution and/or was follow-up needed?

MONITORING AND AUDITING USING CALL LOG UNIVERSES

THINGS TO REVIEW (cont'd):

- Was there a determination, appeal or grievance noted?
  - Did the case get transferred to the appropriate team?
  - What was the outcome / resolution; was it appropriate and complete?
    - Look at the case files for documentation; were the communications and notifications appropriate and timely?
  - Was anything missed – example, for a Part D determination, if cost sharing was involved was a tiering exception discussed and a case started. If the drug was not on the formulary was an exception requested.

PEOPLE CALL BECAUSE THEY NEED ANSWERS AND ASSISTANCE – ARE WE DOING EVERYTHING POSSIBLE TO MEET THEIR NEEDS?

WHAT ARE THE ISSUES

For each call that had deficiencies:

- What was/were the deficiencies?
  - Were all items within the call identified?
    - Did each applicable request get sent to the right team for processing?
    - Did that happen timely?
    - Did that happen appropriately?
  - For each condition found was it a finding or observation?
    - Was it a one-off situation or systemic?
    - How egregious was it?

It is extremely important that each identified issue is noted – because that condition ties to an individual who asked for assistance.

ASK QUESTIONS

It can take multiple individuals to remediate non-compliance found in a call; it's usually not just one team.

- Who will be responsible to remediate that issue?
  - It's usually good to have one overarching person as the accountable lead – though many may play a part
- Was there a breakdown in the handoff process?

Delegated Entities

- Ask the question - If health plan delegates authorizations and/or denials (UM) are you capturing calls placed to the FDR (PBM/MSO/IPA)?
- Some plans have found those brokers that maintain their own call centers have instructed MAPD members they have enrolled to call them with issues.
  - This is a matter of time before CTMs come in against plans with members who have called broker call centers and not had their issues addressed.
  - IVHP has one broker FMO that maintains its own call center and we had them sign an attestation that they would not take member calls post enrollment.
  - Another health plan initially brought this to the attention of ICE because of their own FMO broker agencies

HOW WILL THEY BE ADDRESSED

- Were controls already in place that weren't followed?
  - Was training completed – but not understandable or as broad as it needed to be?
  - Were policies and procedures not adequate or confusion?
  - Was resource materials not available or in-depth?
- Was an impact analysis run to capture any individual who may have had that type of an issue?

WERE ALL MEMBERS WHO WERE IMPACTED TAKEN CARE OF?

HELPFUL USES

- Listing to calls at the beginning of the year provides good information in relations to configuration changes and/or other potential issues.
  - This is extremely important when working with new vendors that are providing mandatory supplemental benefits;
  - A new PBM Call Center where the Plan has hired recently new staff;
  - Use as a training tool through transcribing calls for review or reenact and record to keep the calls anonymous;
  - Use as a monitoring tool to find potential configuration issues.

HELPFUL USES

- The call logs are a great tool to support any First Call Resolution processes a call center has in place. Helps to catch CS reps leading the call and not listening.
- Great tool to look for those CSRs that are "asking" or "encouraging" a grievance to be filed by member. The call log process and listening to call should be compared to the notes by CSRs within computer systems, find many times that the call has nothing to do with system notes.
- IVHP makes supervisors pull calls weekly for review and then training with staff once per month.

WE MUST LISTEN, LISTEN, LISTEN TO UNDERSTAND AND HEAR

- Plans are stewards of our Members each and every day;
- Every person is accountable in a unique and special way;
- Let's be mindful and responsible for the words we hear and say;
- So everyone will smile ear to ear and yell a big HOOORAY!!!!!!!!

THANK YOU!!!!

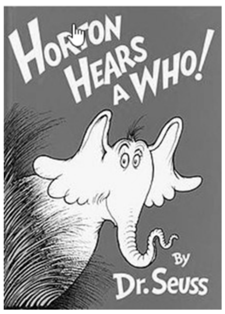
QUESTIONS?

DVJ1

Inspired by:

Dr. Seuss – and

our Members – who we serve on a daily basis!!!



Authored and Illustrated by: Theodor Geisel – also known as Dr. Seuss

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