

Perform Population and Member Outreach: Business Capabilities

Member Management: Perform Population and Member Outreach: Business Capabilities				
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5
Business Capability Descriptions				
The Section provides general background on the Business Process at Level 1 – 3. It is used to identify the differences between Levels.				
Does the State Medicaid agency coordinate outreach to the general population and Medicaid eligibles in a coordinated, efficient, and timely way that meets result expectations?	At this level, the Perform Applicant and Member Outreach business process is likely uncoordinated among multiple, siloed programs and not systematically triggered by agency-wide processes or is non-existent.	At this level, the Perform Applicant and Member Outreach business process is more coordinated and populations are targeted more effectively because programs are able to share analysis of current and prospective member demographics, socioeconomic status, functional and health needs based on increased standardization of administrative data, and improved data manipulation for decision support.	At this level, the Perform Applicant and Member Outreach business process is organized around the no wrong door concept, which ensures that regardless of outreach campaign, current and prospective members will be able to access information about all programs that member may be eligible to receive.	
Va. As Is:		At this level, the Perform Applicant and Member Outreach business process is more coordinated and populations are targeted more effectively because programs are able to share analysis of current and prospective member demographics, socio-economic status, functional and health needs based on increased standardization of administrative data, and improved data manipulation for		

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		<p>decision support.</p> <p>In addition to phone and paper, states use Websites, Agencies use TV, radio and advertisements to distribute outreach information to targeted members.</p> <p>Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense.</p> <p>Outreach materials are developed and stored in electronic format and made available to members via a Web portal, public media, or kiosks, somewhat improving current and prospective members' ability to locate needed information.</p>		
Va. To Be:		DMAS desires to move towards achieving Level Three as MITA standards become available.		
How do you rate the quality and consistency of outreach activities?	Quality and consistency of outreach and education efforts are difficult to measure.	Better demographic data helps agency target populations and measure results.	Use of standards and inter-agency collaboration improves quality and consistency.	
Va. As Is:				
Va. To Be:				
Do outreach materials reach targeted audience?	The agency may encounter obstacles to delivery, e.g., incorrect	Better data are available to connect with targeted populations.	Outreach and education materials are targeted more effectively due to	

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	address or lack of contact information.		improved data availability. Materials are available via web portals and are shared with other collaborating agencies; Member registries use standardized contact data, including USPS address standards, to alleviate postal delivery failures.	
Va. As Is:				
Va. To Be:				
Can stakeholders easily access information about programs?	Current and prospective members have difficulty locating needed information because of siloed programs.	Help lines and public advertising reaches a broader population.	Current and prospective members are easily able to access information regardless of their channel of inquiry or the program about which they need information. (No Wrong Door)	
Va. As Is:				
Va. To Be:				
Do you address the needs of populations that have functional, linguistic, cultural, and competency challenges?	Functionally, linguistically, culturally, and competency appropriate outreach and education materials are lacking because they are difficult and costly to produce.	Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense, or may be limited by State defined parameters (ex: only two languages used).	Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate outreach material more cost-effective.	
Va. As Is:				
Va. To Be:				

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How efficient are the outreach operations?	Outreach is primarily manual and conducted by paper or phone.	In addition to phone and paper, states may use Websites, TV, radio and advertisements to distribute outreach information to targeted members.	Better collaboration and standards ensures agency-wide outreach coordination and greater ability to measure the efficacy of outreach and the percentage of targeted populations reached. Agencies support deployment of internet access points, such as kiosks and low cost telecommunication devices such as cell phones for distribution to mobile communities, to alleviate communications barriers.	
Va. As Is:				
Va. To Be:				
What is the basis for the outreach approach?	Outreach to prospective members is sporadic and lacks analysis needed for targeting populations based on demographics, socioeconomic status, functional and health needs.	Access to improved demographic data supports more targeted outreach.	Access to standardized electronic clinical data via registries, electronic prescribing, claims and service review attachments and electronic health records, as well as use of GIS and socio-economic indicators support targeting populations for outreach.	
Va. As Is:				

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Va. To Be:				
Business Capability Quality: Timeliness of Process				
How timely are the outreach activities	From end to end, outreach mailings take 3 or more months to produce and send.	Educational materials are distributed, end to end, in 1 to 2 weeks in a combination of written and electronic formats.	Outreach and education information are immediately available to members and the general population via agency portals.	
Va. As Is:		Electronic storage and dissemination of member materials shortens the time to reach the members. Paper and non-routine outreach is still time-consuming. Access to electronic sources or outreach and education materials somewhat reduces time that current and prospective members must spend discovering needed information.		
Va. To Be:		DMAS desires to move towards achieving Level Three as MITA standards become available.		
Business Capability Quality: Data Access and Accuracy				
What is accuracy of mailing information?	Mailings are not delivered because contact data in members records do not meet USPS standards.	Increased adoption of USPS standards automated mail merges increases accuracy of mailings.	Exclusive use of USPS standards and automated addressing for member data improves accuracy for mailing purposes.	
Va. As Is:		Automation improves access		

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		<p>and accuracy. Current and prospective members can access needed information via Web portal.</p> <p>Increased standardization of administrative data, and improved data manipulation for decision support improves accuracy of population targeting.</p> <p>Increasing use of functionally, linguistically, culturally, and competency appropriate outreach and education materials improve members' access to information.</p>		
Va. To Be:		DMAS desires to move towards achieving Level Three as MITA standards become available.		
What is accuracy of content information?	Preparation of materials is manual and subject to error; Information is subject to inaccuracies and inconsistencies.	Increasing use of functionally, linguistically, culturally, and competency appropriate outreach and education materials improves content accuracy.	Use of standardized data to create messages improves accuracy.	
Va. As Is:				
Va. To Be:				
What is accuracy of population and member targeting?	Some ability to target members with certain diagnoses; very difficult to target other populations.	Increased standardization of administrative data, and improved data manipulation for decision support improves accuracy of population targeting.	Standards enhance ability to target populations; Member information is accessed via federated Member Registries that can be accessed by all authorized entities within	

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			the state.	
Va. As Is:				
Va. To Be:				
How easy is access to the outreach material?	Lack of outreach and education materials likely limit members access to information.	Outreach materials are developed and stored in electronic format and made available to members via a Web portal, public media, or kiosks, somewhat improving current and prospective member's ability to locate needed information.	Current and prospective members are easily able to access information regardless of their channel of inquiry or the program about which they need information. (No Wrong Door)	
Va. As Is:				
Va. To Be:				
Business Capability Quality: Cost-Effectiveness				
How cost effective is the outreach process?	Process is labor-intensive; high costs reduce frequency of outreach.	Automation results in proficiency in targeting populations needing outreach and education.	Collaboration, data sharing, and shared services increase cost-effectiveness.	
Va. As Is:		Automation reduces level of staffing required to target populations needing outreach and education. Availability of online materials reduces paper and mailing costs.		
Va. To Be:		DMAS desires to move towards achieving Level Three as MITA standards become available.		
How cost effective is the media used?	Paper materials are expensive to produce and	Availability of online materials reduces paper	Predominant use of electronic and public	

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	incur postal expenses and cost of undelivered mail.	and mailing costs Part of the cost is achieving the outcome and these measures are not addressing the outcome of the process. It is not cost effective if people can't read and access it or not actually receiving the data. Need to define and measure effectiveness that web is more efficient.	media communication channels lowers cost of paper materials and improves message delivery; USPS standard member contact information decreases undelivered mailings.	
Va. As Is:				
Va. To Be:				
Business Capability Quality: Effort to Perform; Efficiency				
What is the degree of efficiency in the creation of the outreach materials?	Staff develops and maintains materials manually; this is a labor intensive operation.	Populations are targeted more effectively because programs are able to share analysis of current and prospective member demographics, socioeconomic status, functional and health needs based on increased standardization of administrative data, and improved data manipulation for decision support.	National standards are developed for creation of education and outreach materials. Evidence-based medicine guidelines are used in targeting.	
Va. As Is:		Populations are targeted more effectively because programs are able to share analysis of current and prospective member demographics, socio-		

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		<p>economic status, functional and health needs based on increased standardization of administrative data, and improved data manipulation for decision support.</p> <p>Materials can be posted on a Web site for downloading by members. Fewer staff required to support.</p> <p>Delivery of functionally, linguistically, culturally, and competency appropriate outreach and education materials is eased with electronic and public media channels.</p>		
Va. To Be:		DMAS desires to move towards achieving Level Three as MITA standards become available.		
How efficient is the ability to target populations?	Considerable effort is required to research current and target prospective populations and track mailings.	Better demographics captured in member data stores and external databases, improves ability to target over level 1.	Business services are developed and shared nationally to support target population identification.	
Va. As Is:				
Va. To Be:				
How efficient are distributions to targeted populations?	Mailings are not delivered because of inaccurate, nonstandard contact information, resulting in need to follow up with members by other means or missing outreach and education opportunities.	Mailings are more accurate, transitioning to electronic distribution.	Mailings are now the exception. Electronic distribution is efficient and accurate.	

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Business Capability Quality: Accuracy of Process Results				
How accurate are the outreach results? [i.e., does the outreach reach the intended audience and is it read?	Current measures do not accurately reflect outreach results.	Automated tracking yields some statistics. Use of portal by members is monitored to ensure that a sufficient number of the targeted populations are actively engaged in downloading information.	Automated tracking and surveys provide accurate feedback regarding accuracy of outreach.	
Va. As Is:	Difficult to determine impact of outreach and education. Current and prospective members continue to need assistance by phone.			
Va. To Be:	DMAS wants to expand access to recipients (AVRS/Web) to achieve Level Two.			
Business Capability Quality: Utility or Value to Stakeholders				
Do the efforts reach the targeted population and result in stakeholder satisfaction?	Difficult to measure.	Better tracking and feedback processes over level 1 result in better measurements; stakeholders are found to be generally satisfied.	Member satisfaction is collected as part of the process and shows improvements over Level 2.	
Va. As Is:		The members and the agency benefit from introduction of automation to speed up the outreach and education process.		
Va. To Be:				