

Manage Member Grievance and Appeal: Business Capabilities

Member Management: Manage Member Grievance and Appeal: 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.				
What media are used to collect and store case documents?	This is an all-manual process. Grievances and appeals are filed via fax and USPS. Confidential documents are transferred by certified mail.	Documents are scanned and the case file is automated and can be shared among case workers.	MITA standard interfaces are used for Grievance and Appeal triggers (grievance and appeal application data) and results (case resolution).	
Va. As Is:	Virginia is mostly a level 1 with some elements of level 2. This is mostly a manual process. Grievances and appeals are filed via fax and USPS. Fee For Service appeals can be hand delivered or received by e-mail. Managed Care grievances can be received via phone. The appeals process for Prior Authorization, which is done by Keypro, is an automated process.			
Va. To Be:		Virginia desires to work toward level 2.		
Are standards used in development of case documents?	No standards beyond general requirements for establishing a case.	Local documentation standardization is established.	MITA standard interfaces are used to initiate and develop the case, e.g., Request documentation; Validate credentials;	

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			Maintain case	
Va. As Is:		Virginia is between a level 1 & 2. A local standards template is available.		
Va. To Be:		Virginia desires to work toward fully meeting level 2.		
How are requests for additional documentation handled?	Requests for documents are managed manually.	Some review steps are automated using agency specific standards.	Case file is Web-enabled; information is shared among staff managing the case.	
Va. As Is:	Virginia is at a level 1. This is handled on a case-by-case basis. Request for documentation and transfer of confidential documents can be done via fax and e-mail.			
Va. To Be:		Virginia desires to work toward level 2.		
How timely is the End to End process?	Indeterminate, lengthy	Time required to develop the case is reduced. Staff increased productivity by 50% from Level 1.	Additional streamlining of case process due to adoption of standard interfaces. Staff increased productivity by 50% from Level 2.	

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Va. As Is:	Virginia is at level 1. This is still a lengthy process. There is more electronic communication, but currently there is no secure communication between agencies.			
Va. To Be:		Virginia desires to work toward level 2.		
How is case information verified?	Verification of information is handled manually. There may be inconsistencies between cases of the same type.	There is more consistency in the steps taken in the review and resolution process	Medicaid collaborates with other health and human services agencies that manage appeals to create a one-stop shop model for both member and consumer appeals, increasing accuracy of data by verifying multiple sources of information.	
Va. As Is:	Virginia is at a level 1 with some elements of level 2. Verification of information is handled manually. The process is lengthy. There may be inconsistencies between cases of the same type. Some systems have elements of level 2.			
Va. To Be:		As Virginia moves toward more automation, we would like for all documents to be scanned and filed electronically to		

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		reduce time and increase consistency of the process.		
Business Capability Quality: Timeliness of Process				
What is the timeliness of the End to End (E2E) process? [Note: this measure does not include legal steps to stop the process.]	This is an all-manual process; Cases typically require months to complete. Duration of process is 180 business days or longer.	Automation in development of case file, scheduling hearings, storing documents results in reduction in E2E time. Duration of process is 100 business days or less.	Standardized MITA interfaces further streamline the E2E process. Duration of process is 45 business days or less.	
Va. As Is:	Virginia is between level 1 & 2. The duration is faster than 180 business days. In compliance with federal requirements, Virginia completes client appeals with in 90 days			
Va. To Be:		Virginia would like to improve its timeliness and its use of automation.		
What is the timeliness of requests for information associated with the case?	Requests are dependent on telephone, fax, and mail service. May take weeks to receive information. Duration of request/ response is 20 business days or longer.	Requests for member information are automated via AVRS, Web portal, EDI within an agency. Duration is 10 business days or less.	Standard interface messages between the agency and the member or business associated are used. Responses to research questions are immediate across all data sharing partners within the state. Duration of process is 4 hours or less.	

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Va. As Is:	Virginia is between a level 1 & 2. This is a mostly manual process. Although the request/response time is generally between 10-20 business days. Responses to research questions within the agency are immediate.			
Va. To Be:		Virginia desires to fully meet level 2 with improved timeliness and use of automation.		
Business Capability Quality: Data Access and Accuracy				
How accurate are the case data?	Information is researched manually resulting in inconsistencies among case files; there are no standards for case data. It is difficult to measure accuracy.	Automation of case files improves accuracy. Business rules are used to validate origin data. Case information is more accurate than Level 1. A standardized grievance definition is determined within State Medicaid e.g., eligibility, MCOs.	Standard MITA interfaces improve accuracy of content. Case information is accurate 98% of the time.	
Va. As Is:	Virginia is at level 1. Information is researched manually. There may be inconsistencies in responses. There are no			

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	standards for case data. DSS can access limited information via the Internet, such as the Prior Approval letter.			
Va. To Be:		Virginia would like to improve access and accuracy by use of additional automation and standardizing the process.		
How accessible are case files (to authorized viewers)?	Requests are managed manually resulting in delays. Accessibility is rated as Poor	Access to available information is facilitated via Web portal and EDI channels using standard formats. Accessibility is rated as Good.	Access uses standard MITA interface and messaging. Accessibility is rated as Excellent	
Va. As Is:	Virginia is at level with some elements of level 2.			
Va. To Be:		Virginia desires to work toward level 2.		
Business Capability Quality: Cost-Effectiveness				
What is the ratio of cost of operations to number of cases managed?	Process is labor-intensive.	Automation of some research steps increases productivity levels of staff required to manage caseloads.	Collaboration with sister agencies that may conduct parts of the appeals cases increases cost-effectiveness.	
Va. As Is:	Virginia is at level 1. The process is labor-intensive. Virginia uses an Oracle database and on-line screens to help manage			

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	cases but data must be manually entered.			
Va. To Be:		Virginia would like to standardize the use of automation to improve the cost-effectiveness by reducing staffing requirements to manage a case.		
Business Capability Quality: Effort to Perform; Efficiency				
What is the level of efficiency in this process?	Staff research and maintain manually. Highly inefficient due to manual processes.	Responses to requests to collect and verify member case information, and case management activities, are automated. Meets goals for efficiency improvements from Level 1.	Standardization of input and case results allows staff to focus on analytical activities. MITA standard interfaces standards are used for creation of a case, acquisition of information, and publication of results. Improved efficiency from Level 2 processes.	
Va. As Is:	Virginia is at level 1. Staff research and maintain manually. Virginia uses an Oracle database and on-line screens to help manage cases but data must be manually entered.			
Va. To Be:		Virginia would like to standardize the use of automation to improve efficiency of the process.		
Business Capability Quality: Accuracy of Process Results				
What is the level of	There may be	Results are documented	MITA standard interface	

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accuracy in the case results?	inconsistencies in results between similar cases.	and recorded automatically and can be accessed and reviewed as needed.	improves accuracy of case results.	
Va. As Is:	Virginia is at level 1. Virginia has a best practice document, but the process is not automated. Virginia does have access to previous decisions. For the Managed Care grievance process, terms of the settlement or results of the hearing are manually documented according to the administrative rules of the state. There may be inconsistencies between similar cases. Process complies with agency requirements. The Oracle database used by DMAS to help manage cases calculates time tables for the processes and tracks the process over time.			
Va. To Be:		Virginia would like to standardize the use of automation to improve the accuracy of results.		
Business Capability Quality: Utility or Value to Stakeholders				
What is the degree of satisfaction to the member	Low level of satisfaction due to demands of and	State has determined standardized	Members benefit from consistency and	

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regarding the process? [Note: does not ask about satisfaction with the Result]	delays in the process.	measurement improving member access, communication, and implementation of the grievance and appeal process. The member benefits from introduction of automation to speed up the case resolution. Satisfaction level is higher than Level 1	predictability of the process. Satisfaction level is higher than Level 2	
Va. As Is:	Virginia does not currently measure this or have baseline data. Without automation, this is difficult to track and improve upon.			
Va. To Be:		Virginia would like to standardize the use of automation to improve member satisfaction.		
What is the degree of satisfaction to stakeholders?	Business process complies with agency and state requirements for a fair hearing and disposition. However, stakeholders are not satisfied with the burden of research and delays.		Agencies benefit from introduction of MITA standard interfaces. Stakeholders are very satisfied.	
Va. As Is:	Virginia is at level 1. Business process complies with agency and state requirements for a			

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	fair hearing and disposition.			
Va. To Be:		DMAS wants to standardize the use of automation to benefit both the members and the agency with faster and more consistent results.		