2011 Military Health System Conference

Transition to T3: Lessons Learned in North Region

The Quadruple Aim: Working Together, Achieving Success
Mr. Douglas Williams
January 25, 2011

TRICARE Management Activity/TRO North
**Report Documentation Page**

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<th>1. REPORT DATE</th>
<th>2. REPORT TYPE</th>
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<td>Military Health System, TRICARE Management Activity/TRO North, 5111 Leesburg Pike, Skyline 5, Falls Church, VA, 22041</td>
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<th>13. SUPPLEMENTARY NOTES</th>
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| 17. LIMITATION OF ABSTRACT |
| Same as Report (SAR)       |

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Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std Z39-18
TRICARE - Who We Are

- 9.6 million beneficiaries (*3.1 million North*)
  - 3.7 million TRICARE Prime enrollees
    - Direct care system (*1.08 million North*)
  - 1.6 million TRICARE Prime enrollees
    - Contractor networks (*520,000 North*)
  - Remainder
    - TRICARE Standard/Extra
    - TRICARE for Life
    - TRICARE Reserve Select

- Military Treatment Facilities (MTFs)
  - 59 Hospitals & Medical Centers (*12 North*)
  - 364 Health Clinics (*106 North*)

- Over 380,000 network providers
- Over 60,000 retail pharmacies
T-3 North Region
Health Care Support Contract

- Awarded to Health Net Federal Services
  - Contract Award: 13 May 2010
  - 10-month transition (HCD 1 April 2011)
  - Asynchronous transition to T-3
    - Fort Campbell
    - Prime Service Areas
    - Clearly Legible Reports
- North Region Unique Issues:
  - National Capital Area BRAC (JTF CAPMED)
  - Federal Health Care Center (Great Lakes)
  - Major Deployment Platforms
    - Ft Bragg, Ft Campbell, Ft Drum, Camp Lejeune
Transition Lessons Learned
Prior to Award – Be Prepared

- Continuity for Transition Team
  - Reconfirm/Assign Transition Manager and Deputy, and SMEs with longevity

- Responsibilities
  - Transition Process is the responsibility of the Purchased Care Transition Management Team
  - Contract Requirements established with Service SGs concurrence in 2007
Transition Lessons Learned

Contract Award

- Post Award Orientation Conference (PAOC)
  - Do not assume Contractors fully understand all aspects of TRICARE Manuals
  - Line by Line contract review
  - Limit to CO/COR/TM/key SMEs

- Kick-Off/Transition Specifications Meeting
  - High level of interest/Set the tone early
Transition Lessons Learned
Incumbent vs. Non-Incumbent

- Non-Incumbent Awarded Contract
  - Transition Specs Meeting – Both Contractors agree on key activities, establish dates, etc.
  - Anticipate ‘escorting’ Contractor to all key Posts, introduce and orient – TRO Boots on Ground
  - DIACAP/Claims – Start from Scratch

- Incumbent Awarded Contract
  - Transition Specs Meeting takes on different function/Contractor is Established, in the field
  - DIACAP already certified, just need to update
  - Claims Processing – no change
Transition Lessons Learned
Trans Spec Meetings

- Required Interfaces
  - DIACAP
  - Systems Integration
  - Records Management
  - TMA Communications and Customer Service
  - Privacy
  - Personnel Security
  - Pre-Benchmark
  - Others
    - MMSO (Not required but highly recommended)
    - DFAS/USCG/etc
Transition Lessons Learned
Trans Spec Meetings

- With Incumbent - Over 900 Questions and Clarifications in initial and follow up meetings
  - DOCUMENT/DOCUMENT/DOCUMENT
    - Review TRO North Q&As
    - Capture Issues
    - Track centrally
    - Expect conflicting responses
    - Continuously Follow Up
Transition Lessons Learned
General Observations

- Readiness/Continuity of Care Top Priority
- Need Clear Understanding of Contract Awarded including Enhancement
  - Are they appropriately incorporated? Trackable?
  - Understand differences between T-Nex and T-3
- Government “speaking with one voice”
  - Ensure the Government agencies fully understand and agree among themselves with requirements/policy before meeting with Contractor on issues
- Contractor Performance – Set Expectation
Transition Lessons Learned

General Observations

- CLRs (Consult Tracking)
- Clinical Support Agreements
  - All CSAs need to be re-executed under T-3, plan early
- External Resource Sharing Agreements
  - Determine Need/New contractor needs to execute new agreements
- Personnel Security/CACs
  - 1100 CACs for North Region MCSC
Transition Lessons Learned
General Observations

- **Prime Service Area Changes**
  - T-3 PSA requirements – MTF/BRAC Sites Only?
  - TSCs: Close non-MTF PSA offices

- **Necessary Contract Modifications**
  - Over 100 Contract Mods to T-NEX since RFP needed to be incorporated
  - Additional North Region Contract Changes
    - Ft Campbell
    - BRAC Sites (Active Base to BRAC)
    - TSCs – Appropriately Listed (BRAC vs. MTF)
MTF Considerations for Transition Success

- Why an MOU?
- Enrollment Plan Current?
- Is Network Adequate?
- Referral and Authorization Process
- Clearly Legible Reports
- TRICARE Service Center
- MCSC Call Center Volume
Transition Lessons Learned
Observations for TRO

- Maintain close coordination with TM/CO/COR/SMEs
- Be Prepared to Travel
  - Use T-3 Travel Fund
  - Delegate – Can’t be everywhere
  - Multiple Weekly Meetings
- Contract Incentives
  - Need clear understanding
  - What do they mean, how tracked/calculated
Transition Lessons Learned Observations for TRO

- Ensure high risk issues are elevated quickly
  - Program Office
  - Transition Director
  - Transition Oversight Committee
- Maximize use of Interface/Working Meetings
  - Ensure Government/Contractor reviews and understands requirements
  - Ensure transition tasks addressed
- Table Top Exercise with High Risk Transition Changes – ROC Drill on 17 February 2011
Challenges Ahead

- Resolving Protests in South/West
- Asynchronous transition
  - Fort Campbell
  - PSAs
  - CLRs
- TRICARE Young Adult coverage
We Are All
Faces of TRICARE

Thank You For All Your Efforts
Focus Areas for T-3 Transition

- TRICARE Prime Availability – “Prime Service Areas”
- Wounded Warrior Programs
- Continuity of Care
- Health Information Exchange  
  – Clear and Legible Reports
- National Guard/Reserve
- Clinical Support Agreements and  
  External Resource Sharing Agreements
- Information Security
- Claims Processing
- Provider Relations
- Launch of new program options (TRR, T26)