Operational Aspects of the New Contract and Transition Lessons Learned

The Quadruple Aim: Working Together, Achieving Success

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24 January 2011

Heidelberg MEDDAC, Heidelberg, Germany
1. REPORT DATE  
24 JAN 2011

2. REPORT TYPE

3. DATES COVERED  
00-00-2011 to 00-00-2011

4. TITLE AND SUBTITLE
Operational Aspects of the New Contract and Transition Lessons Learned

5a. CONTRACT NUMBER

5b. GRANT NUMBER

5c. PROGRAM ELEMENT NUMBER

5d. PROJECT NUMBER

5e. TASK NUMBER

5f. WORK UNIT NUMBER

6. AUTHOR(S)

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
Military Health System, Heidelberg MEDDAC, Heidelberg, Germany

8. PERFORMING ORGANIZATION REPORT NUMBER

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)

10. SPONSOR/MONITOR’S ACRONYM(S)

11. SPONSOR/MONITOR’S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Approved for public release; distribution unlimited

13. SUPPLEMENTARY NOTES
presented at the 2011 Military Health System Conference, January 24-27, National Harbor, Maryland

14. ABSTRACT

15. SUBJECT TERMS

16. SECURITY CLASSIFICATION OF:

a. REPORT unclassified

b. ABSTRACT unclassified

c. THIS PAGE unclassified

17. LIMITATION OF ABSTRACT  
Same as Report (SAR)

18. NUMBER OF PAGES 17

19a. NAME OF RESPONSIBLE PERSON

Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
Describe major challenges and successes of the contract startup and delivery.
Agenda

- HMEDDAC Background
- Referral Process
- Referral Automation System
- Operational Successes
TRICARE Service Center Staff

- **Heidelberg:**
  - 2 BCACs/DCAOs
  - 3 Health Care Finders (full time)

- **Mannheim:**
  - 1 BCAC/DCAO
  - 1 Health Care Finder (full time), 1 part time

- **Stuttgart:**
  - 2 BCACs/DCAOs
  - 2 Health Care Finders (full time) and 2 part time
### Referral Data Prior to Contract Start

**HN ANNUAL REFERRAL DATA: 28 AUG 09 – 27 AUG 10**

<table>
<thead>
<tr>
<th>MTF</th>
<th>Referrals</th>
<th>% of Total Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heidelberg</td>
<td>3,534</td>
<td>31%</td>
</tr>
<tr>
<td>Mannheim/Coleman</td>
<td>1,027</td>
<td>9%</td>
</tr>
<tr>
<td>Stuttgart</td>
<td>6,840</td>
<td>60%</td>
</tr>
</tbody>
</table>

**Heidelberg Total:** 11,401 100%

International-SOS staffed its operation center based on the estimated # of referrals provided by the contract. The estimated # provided for referrals in the European theater was **18,000 (annually)**, or **50 (daily)**
## Referral Data After Contract Start

HN REFERRAL DATA FOR THE PERIOD 1 SEP 10 – 20 OCT 10:

<table>
<thead>
<tr>
<th>Clinic</th>
<th># Referrals to Network</th>
<th># Referrals Authorized</th>
<th># Referrals Pending Auth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heidelberg</td>
<td>526</td>
<td>203</td>
<td>323 (61%)</td>
</tr>
<tr>
<td>Mannheim</td>
<td>129</td>
<td>83</td>
<td>46 (36%)</td>
</tr>
<tr>
<td>Stuttgart</td>
<td>997</td>
<td>214</td>
<td>783 (79%)</td>
</tr>
<tr>
<td>HMEDDAC Total</td>
<td>1,652</td>
<td>500</td>
<td>1,152 (70%)</td>
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</table>
Limitations to a Quick Recovery

- Landstuhl Regional Medical Center only US Level 4 facility in Europe
- Preferred Provider Network administered by International-SOS
- German Health Clinics are closed on Wednesday and Friday afternoons
- 72 hour referral processing time
- Resumed responsibility for Claims and Authorization Forms
Referral Process

FOR ALL REFERRALS:
- TSC will see all referrals and will:
  - Route referrals going to a HDB specialty clinic to that clinic
  - Route referrals for Landstuhl to Landstuhl
  - Defer to Network all referrals declined by the HSB or LSL specialty clinics, and all referrals where the care is not available in the MTF per capability report.
  - Fax Prime HN referrals to ISOS
  - Review for eligibility and benefits
  - Generate authorization, CMS 1500, UB04, electronically
  - Book Prime appointment when patient comes to the TSC on Day 5

TSC generates Authorization, prepares CMS 1500 and UB04
Pt visits TSC in 4 business days
TSC books appointment, gives patient packet. Logs appt info
Patient sees Provider
TSC tracks referral & med rpt, enters into AHLTA
Staffing Actions

- TSC Operations Adjustments:
  - TSC Reviews TRICARE Queue
    - 1.5 FTEs dedicated to the review of referrals and RAR* report generation between 0730 and 1200
  - Adjusted Hours of Operation to Mirror HN Providers
    - TSC closed Wednesday and Friday afternoons in order to focus on backlog

*RAR = Referrals and Authorization Report
Staffing Actions

- TSC Operations Adjustments:
  - BCACs and Health Care Finders committed to Customer Service
    • *All Hands on Deck*
  - Developed response plan for unsatisfied customers
    • *Everyone leaves the TSC with a clear understanding of their referral status*
Staffing Actions

- TSC Operations Adjustments:
  - ERMC Care Call Center booked all referrals to the MHS
    - Reduced TSC Staff’s Workload
  - Developed automated system for I-SOS authorization & CMS claims forms
    - Reduced processing times by 30 minutes
    - Available region-wide
Automated Forms

Demonstration
HN REFERRALS FOR THE PERIOD 1 SEP 10 – 20 OCT 10:

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Referral Data After Contract Start

HN REFERRALS FOR THE PERIOD 1 SEP 10 – 17 DEC 10:

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<th># Referrals Pending Auth</th>
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</thead>
<tbody>
<tr>
<td>Heidelberg</td>
<td>982</td>
<td>982</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Mannheim</td>
<td>392</td>
<td>392</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Stuttgart</td>
<td>1,738</td>
<td>1,738</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>HMEDDAC Total</td>
<td>3,112</td>
<td>3,112</td>
<td>0 (0%)</td>
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Successes

- Backlog Complete
- Staff Satisfaction
- Patient Satisfaction
- Automated System Disseminated throughout ERMC
- BCAC of the Year
Questions?

LIFE BLOOD...
LEADERS!