OPTUM Recommendations CONFIDENTIAL

	Categories		Issues		Recommendations	What we are currently doing	Owner	Date Implemented
1	System Issues with Workflow Implications	1.0		1.0	Further review of current system and operational processes	Researching scope and timing of possible further review.	MG	
		1.1	Blanking out of pages resulting in lost data	1.1	Further review	Further research into this issue is being conducted	MG	
		1.2	Continuing breakage of links between applications	1.2	Further review	Link to EATSS has been corrected. (EATSS is the interface to the Social Security Administration	GY	Sep-16
		1.3	System time-outs	1.3	Further review	Federal regulations do not allow us to extend time out	GY	
		1.4	Failed notices and verifications	1.4	Further review	Policy team has been working with Accenture to address issues on an ongoing basis. Once Phase 3 of KEES is implemented, conduct a comprehensive review to identify if any broad system-wide changes are needed	GY	Aug-16
		1.5	Duplicate and manual task creation	1.5	Further review	Further research into this issue is being conducted	CS	
		1.6	Difficult processes for logging and reporting defects	1.6	Revise defect reporting processes to ensure more consistent and prioritized defect reporting	Meeting with Accenture, Maximus and KDHE staff will be scheduled to discuss further and determine whether changes to the defect reporting processes are required or other action such as additional training on the process to report defects is needed.	GY	
		1.7	KEES release notes often provided well after the deployments have occurred	1.7	Provide system release notes prior to deployments, ideally with screenshots and process change guidance	KEES team has been informed to provide release notes at least one week in advance	MG	
2	Communications & Decision Making Effectiveness	2.0		2.0	Formalize and document communications processes to ensure appropriate state teams and vendor partners understand policy decisions	Reviewing the current communication process for enhancements. Changes in policies are currently communicated via the established and formal "Policy Implementation Memo process." Additional follow-up with vendor and state teams may be required to further understand perceived gaps in communication of policy changes. Additional actions to be taken as needed.	MG	Oct-16
		2.1	Multiple meetings with many attendees	2.1	Clarify roles and responsibilities of each team and its members	Train staff on how to conduct effective meetings	MG	Current process has been in place since before Phase 2 Go Live Jul-15

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	2.2 Project Steering Committee	2.2 Consider creating "Project Steering Committee" - governance body that clearly articulates ownership, accountability and communication of decisions	a. Project Steering Committee has been in place since project inception. b. Production Steering Committee has been in place since February 2016	AD	a. since project inception b. Feb-16
	2.3 Limited structure to drive to clear outcomes and takeaways	2.3 Clarify roles and responsibilities of each team and its members	Conduct follow-up meetings with vendor and state teams to further discuss and clarify project organizational structure, roles and responsibilities	MG	
3 Work Allocation	3.0	3.0			
	3.1 Provide more granular categorization of cases beyond primary classifications in KEES. Cases are designated primarily by broad type (E&D, LTC, FM and age) without case complexity or status	3.1 Consider establishing FM and E&D triage systems that align cases requiring more experienced workers to the most appropriate case workers. This approach may require external tracking as well as alternative approaches to using existing data to identify and stratify cases.	a. Accenture, Maximus and State have been working on updated production reports that categorize the workload at a more granular level. First set of reports to go into production 11/15/16 b. Maximus implemented an enhanced triage process. c. Developing a pre-screening process to ensure all of the necessary documentation is available for the eligibility workers to process the cases. Implementation target date January 2017. d. Expand the screening process to triage applications by complexity level. Same workgroup will develop and implement the new expanded triage processes. Target: February 2017.	MG	b. Sept-16
	3.2 Process to resolve escalated cases would benefit from streamlining	3.2 Consider enhancing current work/staff allocation by establishing an escalated case team to focus solely on the intake, processing, outreach and resolution of escalated cases. Doing so would likely help reduce disruptions to the normal flow of business and also increase valuable specialization for the designated workers.	Started the development of a streamlined escalation process on 9/30 with an implementation date of 11/17/16. On target. Providers will continue to have available to them the current email process to escalate cases pending eligibility determination. That process was implemented in March 2016.	CS	1st process Mar-16 Updated process Nov-16
	3.3 Volume of E&D cases passed from Maximus more than state staff can handle	3.3 Consider modifying current E&D case processes and available staff with particular focus on increasing quality and feedback loops as well as simplification of current process documentation.	Developed a tool to support a formal a notification process between the State and MAXIMUS to address quality issues. The process includes a feedback loop from MAXIMUS to report on action taken to address the issues: training, process change...	CS	16-Sep

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4 Workflow Efficiencies and Ownership	4.0	4.0			
	4.1 Workflow inefficiencies identified	4.1 Enhance consumer guidance	1. Reviewing and modifying scripts used by customer service to improve the customers' experience. Customer will get clear, specific updates about the application process. Initiative to be completed and implemented 11/22/16 2. Application improvement: a. Started the development of an application guide/checklist to assist beneficiaries, facilitators and providers through the completion of the application process. Enlisted the assistance of stakeholders to review and provide feedback on the document (review time by stakeholders confirmed for 11/22-12/08) Targeted implementation date third week of December. b. Next step will be review the applications for improvement. This will require system modification for the online applications and communication with CMS to secure approval of the changes before they are implemented. Target spring 2017	CS	
	4.2 Initiation of tasks, such as document requests occurring later than necessary	4.2 Additional focus on initiating tasks earlier in current processes, for example requesting missing verification documents at data entry or registration phase rather than later in process	Piloting outbound calls to applicants and other entities to obtain verification information over the phone or explain what additional inforamation is needed before sending a notice for information.	CS	16-Oct
	4.3 Limited ongoing reconciliation activities	4.3 Conducting additional reconciliation activities, for example, between KEES data and data in MMIS	KEES and MMIS interface reporting and reconciliation have been in place since Phase 2 Go Live. Research into benefits of additionasl reconciliation will be conducted	MG	16-Jul
	4.4 Production ownershipo	4.4 Designate experienced program management to champion and drive change as enhancements are implemented	Production lead position currently being provided through contracted position. Search for state employee to fill position has been underway since Sept-15. Original state lead's skill set not a good match for this position	AD	Original state lead in place at Phase 2 Go Live Contracted lead started Jun-16

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	4.5 Task/initiative ownership	4.5 Ensure clear direction from leadership to drive implementation	Two executive leadership meetings have been occurring every Thursday afternoon. The 1PM KEES Executive Leadership Board meeting with KDHE and DCF executive teams, key program staff and Accenture discuss key highlights of Phase 2 production operations and Phase 3 implementation activities. The 4PM KEES Production meeting with KDHE executives, key program staff, Accenture and Maximus discuss current production operations and future planned milestones.	AD	1 PM meeting started long before Phase 2 Go Live; 4 PM meeting started Feb-16