

2010 Military Health System Conference

Performance Assessment Tracking (PAT) System Tools for Success

Sharing Knowledge: Achieving Breakthrough Performance

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TRICARE Management Activity

Outline



- Introduction
- Quadruple Aim
- Background
- Performance Assessment Tracking (PAT) System
 - Purpose
 - Importance
 - Key Functions
- Performance Assessment and Reporting – The Way Ahead

Word Scramble



NOTCTRRACO CEPRFEMROAN

PLQUADAERU MIA

CPEFRMONAER TANSESESMS OTLO

Word Scramble

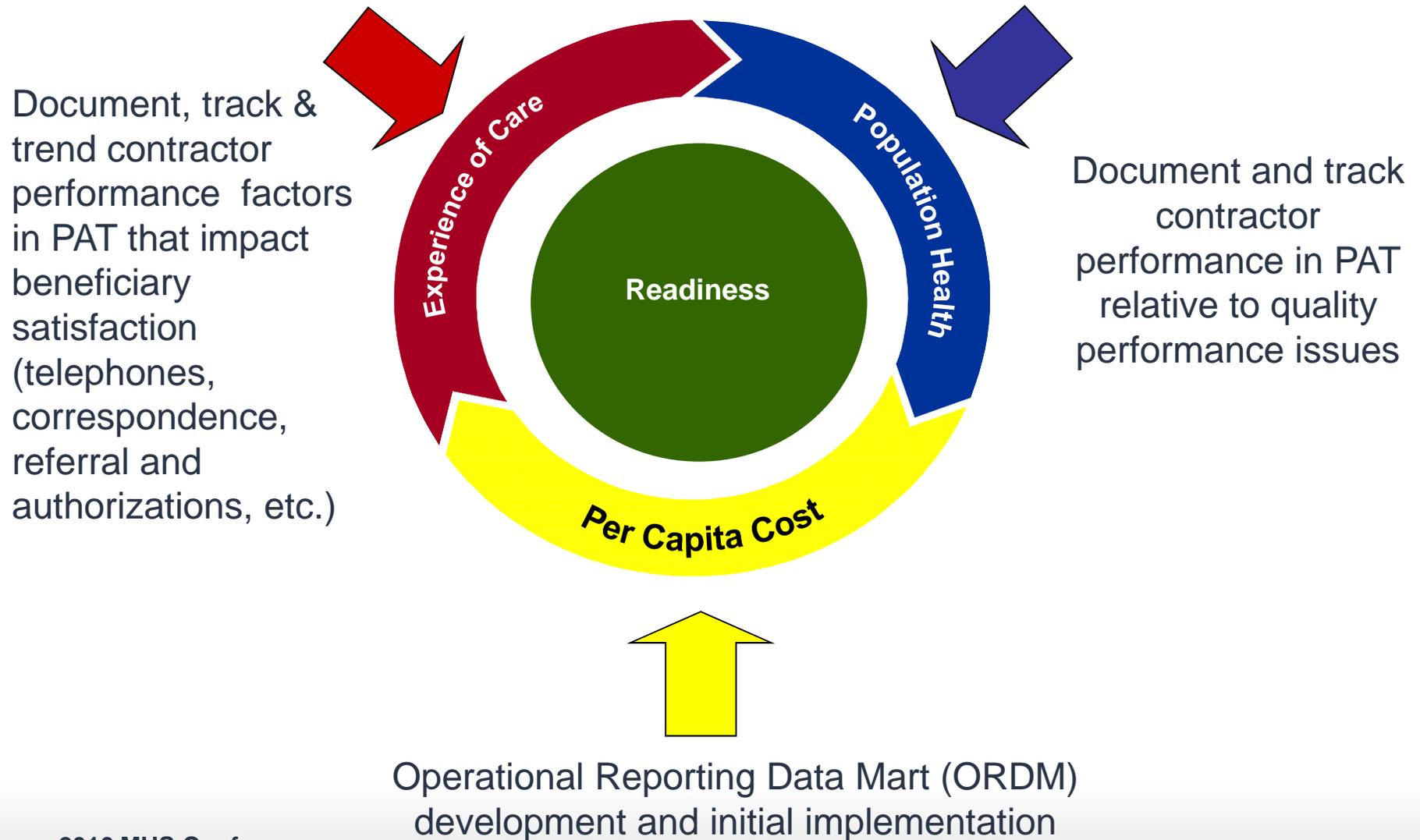


CONTRACTOR PERFORMANCE

QUADRUPLE AIM

PERFORMANCE ASSESSMENT TOOL

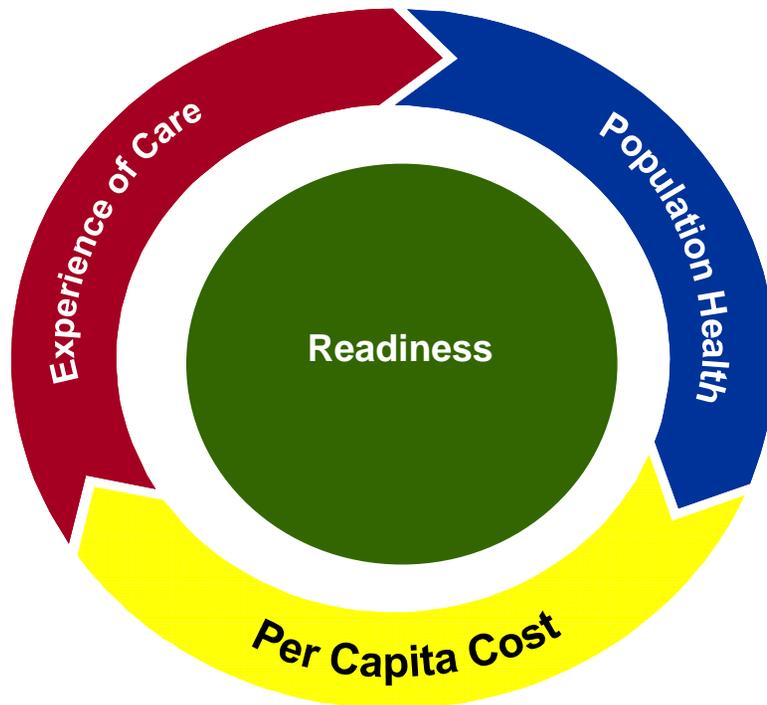
Quadruple Aim



Quadruple Aim + 1



+ Learning and Growth – Deliver information to enable better decision making



- Continue to prepare and deliver Monthly and Quarterly Performance Reports
- Develop and implement ORDM for more flexible and timely reporting capabilities

Background



- Legacy Contracts (T-1), 1995
 - 12 Lead Agencies
 - 12 different methodologies for evaluating contractor performance
 - Limited reporting capability
- T-Nex Contracts, 2004
 - 3 Regional Offices
 - One consistent approach/methodology for evaluating contractor performance
 - Standardized documentation supporting Contract Performance Annual Reporting System (CPARS)

Background (Cont'd)



- 2005
 - Initial PAT System developed in E-Commerce
 - Managed Care Support Contracts
- 2006
 - TRICARE Acquisition Policy published
 - Document contractor performance through the use of the PAT System
 - All other TRICARE Contracts

Background (Cont'd)



- 2008
 - Deputy Director, TMA endorsed PAT
 - “Single performance documentation system” for the agency
 - T-3 TRICARE Dual Eligible Fiscal Intermediary Contract
- 2009
 - TRICARE Retiree Dental Program contract
 - Active Duty Dental Plan contract

Background (Cont'd)



- 2009 (Cont'd)
 - TRICARE Overseas Program contract
 - TRICARE Pharmacy contract
- 2010
 - Operations Reporting Data Mart (ORDM)

PAT System



- The PAT system is the automated program used to:
 - Track and document contractor compliance
 - Provide access to contract deliverables
 - Produce management reports

Why PAT is Important



- Enhance communication between different stakeholders at different levels of the organization
- Provide standardization of performance assessment across all contracts
- Track and report performance compliance with contract standards
- Provide documentation to support annual CPAR assessment

Key Functions



- Create Performance Assessment Plan

Performance Assessment Plan



Contract Operations



Back | Logout

Performance Assessment Plan

Contract: TRICARE - South Region
 Subject Expert: -- All Subject Experts --
 Location: Equals
 Risk:
 Evaluation Frequency:
 Key Requirement:
 Active Requirement:

Search

Assign responsibility

Establish frequency

NAVIGATION

Add New Requirement									
Subject Group	Subject Category	Subject Sub-Category	Subject Expert	Contract Location	Metric Type	Evaluation Frequency	Risk / Key	Active / Transition	Deliverable
Appeals	Non-Expedited Factual Reconsiderations	PTC W/ 30 Days	Hodges, Alisa	H.13.a.	Percentage	Monthly	2 / Yes	Yes / No	Link
Appeals	Non-Expedited Factual Reconsiderations	PTC W/ 45 Days	Hodges, Alisa	H.13.a.	Percentage	Monthly	2 / Yes	Yes / No	Link
Claims Processing	Electronic Claims	All Submitted Claims	Ching, Eugene	C-7.1.10.	Subjective	Monthly	2 / Yes	Yes / No	Link
Claims Processing	Claims Processing System	Accurately Reimburse Claims	Ching, Eugene	C-7.21.17.	Subjective	Annual	1 / No	Yes / No	Link
Claims Processing	Claim Cycle Time	Calculation by Government	Ching, Eugene	H.11.	Subjective	Quarterly	3 / No	Yes / No	Link
Claims Processing	Retained and Adjustment	PTC W/ 30 Days	Reid, Kenneth	H.8.f.	Percentage	Quarterly	3 / Yes	Yes / No	Link
Claims Processing	Claims Audits	Review of Non-Network Over \$50,000	Ching, Eugene	H.13.d.	Subjective	Annual	3 / No	Yes / No	Link
Claims Processing	TEDS Timeliness	Unproc Failing Provisional Edits Resub W/ 45 Days	Ching, Eugene	H.13.j.	Percentage	Monthly	3 / No	Yes / No	Link
Claims Processing	PFPWD Claims	Accurately Processed	Ching, Eugene	H.13.l.	Percentage	Annual	3 / No	Yes / No	Link

Contract requirements

Objective or subjective

Link to deliverable

Key Functions



- Create Performance Assessment Plan
- Document Contractor Compliance

Document Contractor Compliance



Contract Operations



Evaluation Detail Form

Automatically created for each SME for each evaluation period

Assign a follow-up date

Documents rating

Contract Information
 Contract: TRICARE - South Region (MDA906-03-C-0010)
 Subject: My Subject Matter Expert (SME) Requirements
 Evaluation Period: 07/01/2009 to 07/31/2009
 Due Date: 09/14/2009

Follow Up Date:

Others Can View:
 Others Can Edit:

Comments:

Evaluation Owner: Hodges, Alisa
 Created: system 08/03/09
 Last Updated: ahodges 08/19/09
 QM/QI Scheduled:
 QM/QI Audit Done:
 Finalized:

[Save Evaluation](#) | [Print](#) | [Delete Evaluation](#)

Evaluated Requirements

Subject Group	Subject Category	Location	Requirement (short)	Risk	Evaluation Frequency	Evaluation	Metric
Appeals	Non-Expedited Factual Reconsiderations	H.13.a.	The contractor will process 100% of requests for non-expedited factual reconsiderations to completion within 60 calendar days of the reconsideration request.	2	Monthly	(green)	100.000% Satisfactory
Appeals	Non-Expedited Factual Reconsiderations	H.13.a.	The contractor will process 95% of requests for non-expedited factual reconsiderations to completion within 45 calendar days of receipt of the reconsideration request.	2	Monthly	(blue)	100.000% Exceptional
Management Staffing		H.13.hh.	For Behavioral Health Patient Coordinators, Case Managers and Quality Management staff, the contractor will require either: a licensed RN with the same years experience as the Patient Care Coordinator	2	Monthly	(green)	Satisfactory
Management Staffing		H.13.hh.	The contractor requires that Case Managers be either: a licensed RN with at least 3 years of clinical experience and 2 years of relevant case management experience, or a Licensed Master Social Worker	2	Monthly	(green)	Satisfactory
Management Staffing		H.13.hh.	The contractor requires that Patient Care Coordinators be a licensed RN with at least 3 years of clinical nursing experience.	2	Monthly	(green)	Satisfactory

[Save Evaluation](#) | [Print](#) | [Delete Evaluation](#)

Key Functions



- Create Performance Assessment Plan
- Document Contractor Compliance
- Document Nonconformance

Document Nonconformance



Nonconformance Finding / CAR Details

Close

Nonconformance Finding / CAR Information

Performance Evaluation: [Evaluation ID 3860: My Subject Matter Expert \(SME\) Requirements](#)

SME: Marie Mentor

Contract Requirement: ID 1955, Medical Ma

Description: In urgent/emergent initiating provider with telephone, fax or other guarantee shall be behavioral health, s disclosure purpose

Creates nonconformance record if evaluated less than satisfactory

veyed to the beneficiary's red for a preliminary report) by % of the time. A performance ialty physicians excluding s the release of information for

Contract Location: H.8.m.

	Create Date	Last Update	Rating	Comments
Evaluation 1	03/06/2009	05/11/2009	■ (red)	Incomplete data provided by the MCSC. Total number of referrals not provided.
Evaluation 2	03/27/2009	05/11/2009	■ (red)	Not enough data provided to evaluate. Total number of referrals not provided.
Evaluation 3	04/02/2009	05/25/2009	■ (red)	report available does not provide the # of urgent/emergent referrals
Evaluation 4	05/01/2009	06/2	■ (red)	# of urgent/emergent not provided in reports

Analysis of Impact: N

Remains open for SME to document actions. Each evaluation is recorded until issue is resolved.

Identified By:

Contract Team Notified:

CAP Due Date:

Status: Open Closed

Close Date:

Closing Criteria:

CAR Recommended:

CAR Issued Date:

CAP Acceptable:

CAR Code:

CAP Completion Date:

Closure Letter Sent:

Key Functions



- Create Performance Assessment Plan
- Document Contractor Compliance
- Document Nonconformance
- Provide Access to Deliverables

Provide Access to Deliverables



TRICARE Commerce

Contract Operations

Back | Logout

Submitted: Past 30 days

Deliverable Types: [Dropdown] Filter

Deliverable Type	Deliverable ID	Reporting Period	Submitted On	Submitted By	Resub.	Reference #	Late
Active Duty Dental Program (ADDP) Monthly Management Report	33820	11/01/09 to 11/30/09	12/10/09	UCCICLL	No		No
National Quality Monitoring Contract (NQMC) (H94002-04-D-0001)							
MTF Malpractice Report	33686	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAMTFR	No
NQMC Findings Report - Brighton Marine (Excel)	33687	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AABME	No
NQMC Findings Report - Christus Health (Excel)	33688	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AACHE	No
NQMC Findings Report - DPPO (Excel)	33689	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AADPPOE	No
NQMC Findings Report - Johns Hopkins (Excel)	33690	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAJHE	No
NQMC Findings Report - Martins Point (Excel)	33691	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAMPE	No
NQMC Findings Report - North Region (Excel)	33692	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AANRE	No
NQMC Findings Report - PacMed (Excel)	33693	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAPME	No
NQMC Findings Report - South Region (Excel)	33694	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AASRE	No
NQMC Findings Report - St. Vincents (Excel)	33695	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AASVE	No
NQMC Findings Report - St. Vincents (Excel)	34075	11/01/09 to 11/30/09	12/21/09	jburkhart	Yes	2009 Nov response	No
NQMC Findings Report - WPS TFL (Excel)	33696	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAWPSE	No
NQMC Findings Report - West Region (Excel)	33697	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AAWRE	No
NQMC Monthly Mental Health Facility Listing	34081	11/01/09 to 11/30/09	12/21/09	clander	Yes	200912-5009AB	No
NQMC Monthly Mental Health Facility Listing	33709	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AB	No
NQMC Monthly Workload (Section 2) Report	33711	11/01/09 to 11/30/09	12/09/09	clander	No	200912-5009AASECTII	No
NQMC Quarterly Contractor Performance Report	34080	08/01/09 to 10/31/09	12/21/09	clander	Yes	200912-5009ACCPQR	No

Link for each deliverable

Records date submitted

Documents if received late

Key Functions



- Create Performance Assessment Plan
- Document Contractor Compliance
- Document Nonconformance
- Provide Access to Deliverables
- Produce Performance Reports
 - Limited capability
 - Most reporting is accomplished manually

Performance Reports



Monthly Performance Summary Report

TRICARE MANAGEMENT ACTIVITY KEY METRICS INFORMATIONAL UPDATE ONLY

TEMPLATE MONTHLY PERFORMANCE SUMMARY

November 2009

Green=Up to 3% below standard; Yellow=Up to 5% below standard; Red=More than 5% below standard // Reporting is against applicable ENHANCED Standards

TELEPHONE RESPONSE									
	CALL VOLUME	BLOCKAGE RATE	TOTAL HOLD TIME UNDER 30 SECS	ANSWERED BY ARU IN 2 RINGS	ANSWERED IN 20 SEC (CSR)	ANSWERED IN 30 SEC (CSR)	RESOLUTION DURING CALL	RESOLUTION WITHIN 10 DAYS	RESOLUTION WITHIN 20 DAYS
STANDARD	N/A	Less than 5%	95.00%	95.00%	80.00%	95.00%	80.00%	95.00%	100.00%
ENHANCEMENT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PERFORMANCE	571,812	0.20%	98.50%	99.60%	97.80%	98.50%	97.40%	100.00%	100.00%

CORRESPONDENCE									
	ROUTINE 15 DAYS	ROUTINE 30 DAYS	ROUTINE 45 DAYS	PRIORITY 10 DAYS	PRIORITY 30 DAYS	EXPEDITED PRE ADMIT REVIEW	NON-EXPED MED NEC REVIEW	PRIOR AUTH IN 2 DAYS	PRIOR AUTH IN 5 DAYS
STANDARD	85.00%	97.00%	100.00%	85.00%	100.00%	100% / 3 days	85% / 30 days	90.00%	100.00%
ENHANCEMENT	95.00%	N/A	N/A	90.00%	N/A	N/A	N/A	N/A	N/A
PERFORMANCE	97.50%	98.50%	100.00%	98.50%	100.00%	100.00%	100.00%	98.90%	100.00%

NETWORK ADEQUACY / ACCESS							TED SUBMISSION (from TED System)		
	TOTAL NET ENROLLED	REFERRALS TO MTF & NETWORK	REFERRALS WITHIN 2 DAYS	REFERRALS WITHIN 3 DAYS	CONSULT REPORTS W/ 10 DAYS	ECS - NETWORK	Header Rejects	MINOR (Provisional Edits)	MAJOR (Validity Edits)
STANDARD	N/A	97% - OP 5	85.00%	100.00%	98.00%	80% - OP 5	Less than 2%	95.00%	99.00%
ENHANCEMENT	N/A	N/A	N/A	N/A	Aug '09	N/A	N/A	N/A	N/A
PERFORMANCE	1,225,452	98.65%	98.64%	99.54%	97.69%	89.56%	0.00%	98.29%	94.65%

CLAIMS PROCESSING PERFORMANCE									
	CLAIMS RECEIVED	CLAIMS PROCESSED	ENDING INVENTORY	DAYS WORK ON HAND	% CLAIMS RETURNED	RETAINED CLAIMS 30-DAYS	RETAINED CLAIMS 60-DAYS	EXCLUDED CLAIMS 120-DAYS	CLAIMS PAYMENT ERROR RATE *
STANDARD	N/A	N/A	N/A	N/A	N/A	95%	100%	100%	Less than 2%
ENHANCEMENT	N/A	N/A	N/A	N/A	N/A	97.50%	N/A	100%/90 days	Jan-Mar '09
PERFORMANCE	1,575,248	1,629,847	137,524	1	1.20%	99.26%	100.00%	100.00%	0.37%

FOREIGN: CLAIMS & ADJUSTMENTS PROCESSING					ROUTINE CORRESPONDENCE		
	CLAIMS RECEIVED	CLAIMS PROCESSED	CLAIMS RETURNED %	Processed in 21 Days	15-DAYS	30-DAYS	45-DAYS
STANDARD	N/A	N/A	N/A	85.00%	85.00%	97.00%	100.00%
PERFORMANCE	49,234	52,178	0.59%	98.47%	99.69%	100.00%	100.00%

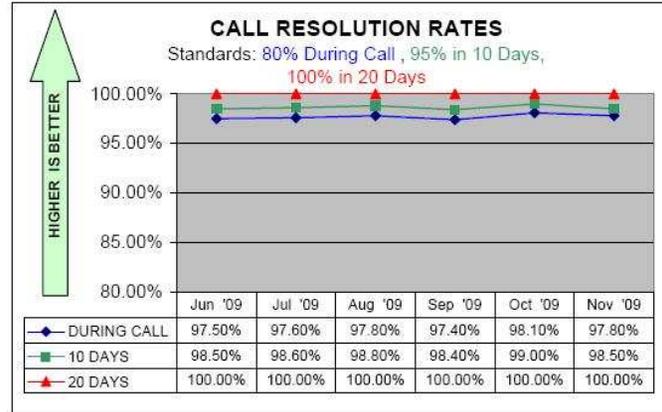
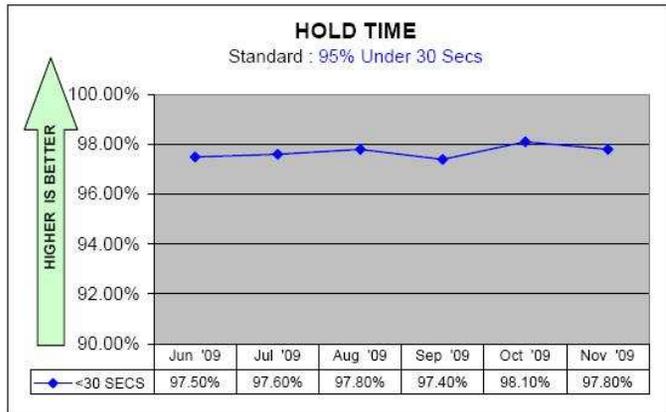
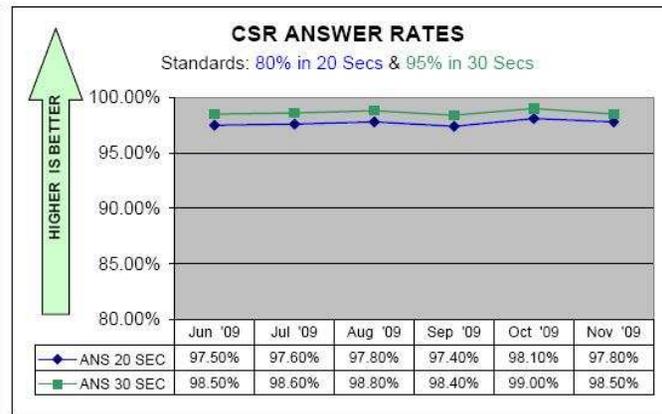
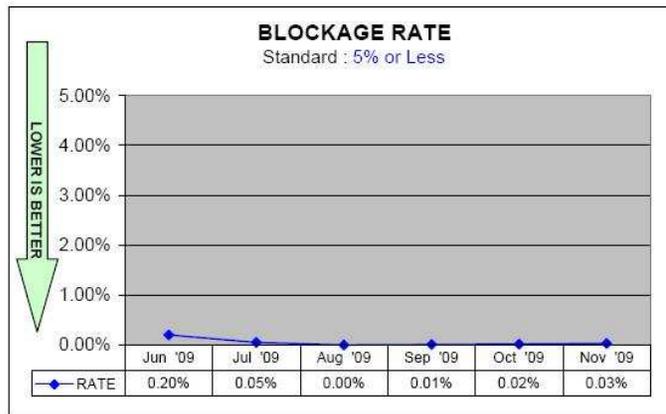
NOVEMBER '09

Performance Reports (Cont'd)



Monthly Performance Summary Report

TEMPLATE - TELEPHONE RESPONSE

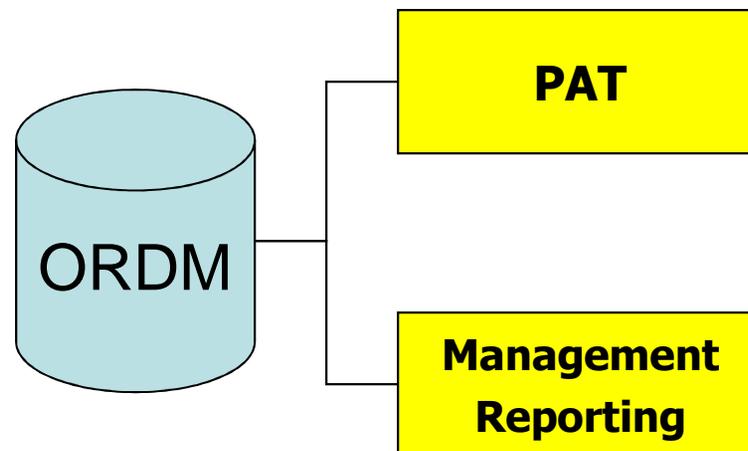


Performance Analysis & Reporting

The Way Ahead



- Consolidate data for reporting & compliance
 - Capture data from existing sources
 - Stage and consolidate data into an Operations Reporting Data Mart (ORDM)

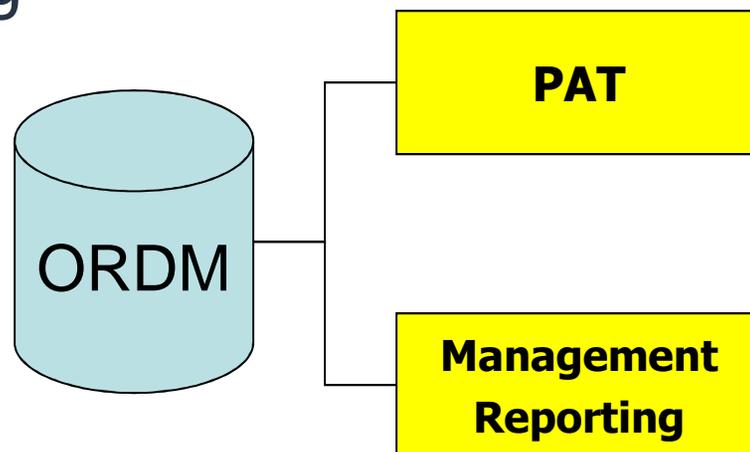


Performance Analysis & Reporting

The Way Ahead (Cont'd)



- Provide business intelligence software for analytics & reporting
 - Allow all users web based self-service access
 - Give greater visibility & insight for decision making

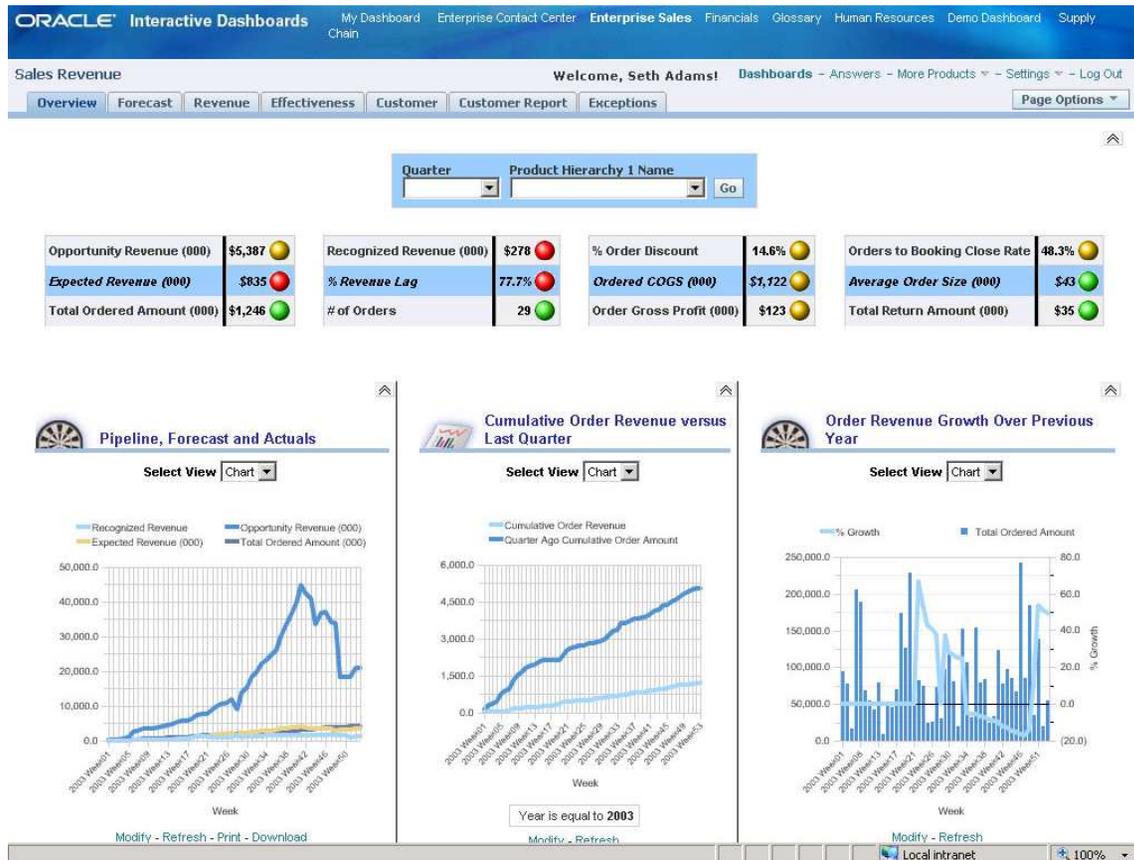


Performance Analysis & Reporting

The Way Ahead (Cont'd)



Oracle Business Intelligence Suite Enterprise Edition (OBIEE)

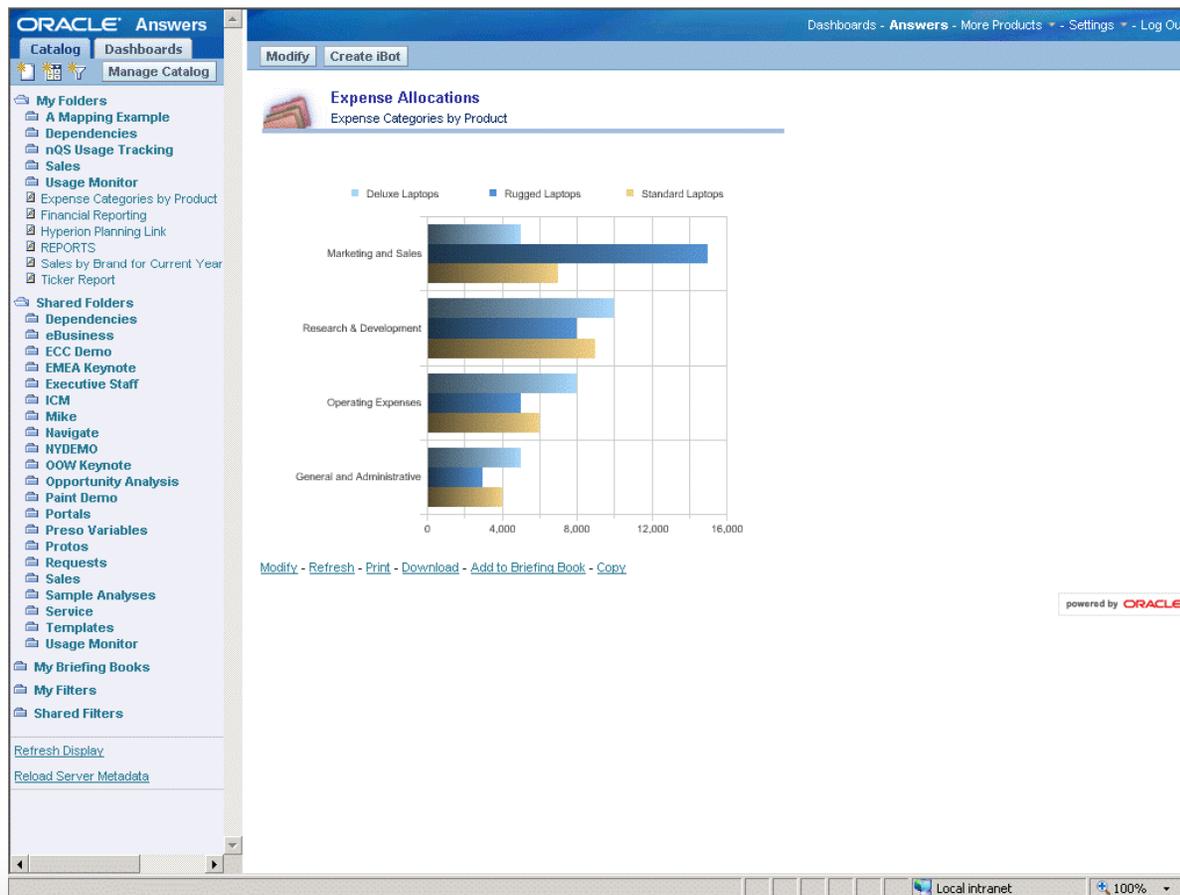


✓ Interactive Dashboard

Performance Analysis & Reporting The Way Ahead (Cont'd)



Oracle Business Intelligence Suite Enterprise Edition (OBIEE)



- ✓ Interactive Dashboard
- ✓ Ad Hoc Query & Analysis

Performance Analysis & Reporting

The Way Ahead (Cont'd)



Oracle Business Intelligence Suite Enterprise Edition (OBIEE)

The screenshot displays the Oracle BI Publisher Enterprise web interface. The top navigation bar includes "ORACLE BI Publisher Enterprise" and user options like "Welcome, administrator", "Dashboards", "Preferences", "Sign Out", and "Help". Below this are tabs for "Reports", "Schedules", and "Admin". The breadcrumb trail shows "Home > Shared Folders > Business Intelligence > Paint Demo". The report title is "Revenue grouped by Year, Region" in HTML format. The report content shows a "Detailed Revenue Report" for "Year 2006 Revenue", with a total revenue of 274,840,170.00. It further breaks down revenue by "Product Category COATINGS" (274,840,170.00) and "Enterprise" (75,200,104.00). A table lists revenue by region and district.

Region	District	Revenue (USD)
SOUTHERN REGION	JACKSONVILLE DISTRICT	10,148,276.00
EASTERN REGION	BOSTON DISTRICT	7,728,336.00
WESTERN REGION	LOS ANGELES DISTRICT	7,487,774.00
EASTERN REGION	NEW YORK DISTRICT	6,379,368.00
EASTERN REGION	PHILADELPHIA DISTRICT	5,813,982.00
CENTRAL REGION	CHICAGO DISTRICT	5,609,746.00
WESTERN REGION	PORTLAND DISTRICT	5,023,052.00
SOUTHERN REGION	DALLAS DISTRICT	4,384,322.00
EASTERN REGION	YOUNGSTOWN DISTRICT	3,899,112.00
WESTERN REGION	DENVER DISTRICT	3,141,628.00
WESTERN REGION	SAN FRANCISCO DISTRICT	3,110,586.00
CENTRAL REGION	DETROIT DISTRICT	2,980,328.00
SOUTHERN REGION	ATLANTA DISTRICT	2,627,312.00
CENTRAL REGION	KANSAS CITY DISTRICT	1,992,042.00
CENTRAL REGION	MINNEAPOLIS DISTRICT	1,536,272.00
CENTRAL REGION	CINCINNATI DISTRICT	1,369,118.00
SOUTHERN REGION	MEMPHIS DISTRICT	1,291,678.00
SOUTHERN REGION	CHARLOTTE DISTRICT	677,172.00

- ✓ Interactive Dashboard
- ✓ Ad Hoc Query & Analysis
- ✓ Reports

Performance Analysis & Reporting The Way Ahead (Cont'd)



Oracle Business Intelligence Suite Enterprise Edition (OBIEE)

The screenshot displays the Oracle Business Intelligence Suite Enterprise Edition (OBIEE) interface. The left sidebar shows a navigation tree with categories like "My iBots", "Shared iBots", "My Folders", and "Shared Folders". The main content area shows a table of iBots with columns for "iBot Name / Description", "Last Run", "Next Run", "Author", and "Priority".

iBot Name / Description	Last Run	Next Run	Author	Priority
My iBots				
asdf <i>My iBots</i>			Administrator	Normal
Example 0 <i>My iBots</i>			Administrator	Normal
Major Deals at Risk <i>My iBots</i>			Administrator	Normal
Regional Sales Summary <i>My iBots</i>			Administrator	Normal
test <i>My iBots</i>			Administrator	Normal
Shared iBots				
Major Deal Risks <i>Shared iBots : Common</i>			Mike Masters	Normal

- ✓ Interactive Dashboard
- ✓ Ad Hoc Query & Analysis
- ✓ Reports
- ✓ Alert Interface

Performance Analysis & Reporting

The Way Ahead (Cont'd)



- Proposed changes provide the capability to:
 - Automate evaluation of contractor performance in PAT for percentage requirements
 - Automate calculation of incentives & performance guarantees
 - Allow extraction of performance documentation to provide flexible reporting of compliance
 - Provide software for creating dashboards, standard reports, and ad-hoc reports
 - Automate production of standard reports

Customer Support and Training



- System support is provided by the Performance Evaluation & Transition Management Branch, TMA-Aurora
 - Customer Support
 - Email: PATSupport@tma.osd.mil
 - User Training (by appointment)
- For further information:
 - Email: donald.trembly@tma.osd.mil
 - Phone: 303-676-3624

Conclusion



Today 2 Separate Processes

PAT

- SME documents contractor performance
- Look up data in reports & manually enter data
- Limited reporting

Management Reports

- Template driven
- Time consuming
- Inflexible
- No ad hoc capability

Manual, Some Automation



Future 1 Integrated System

PAT

- SME documents contractor performance
- Data automatically entered into objective evaluations
- No reporting

OBIEE Software

- Dashboards
- Standard Reports
- Ad Hoc Reports
- Alerts

**Total Automation
Reporting Flexibility**





Questions?