

Streamlining Renewals in Louisiana

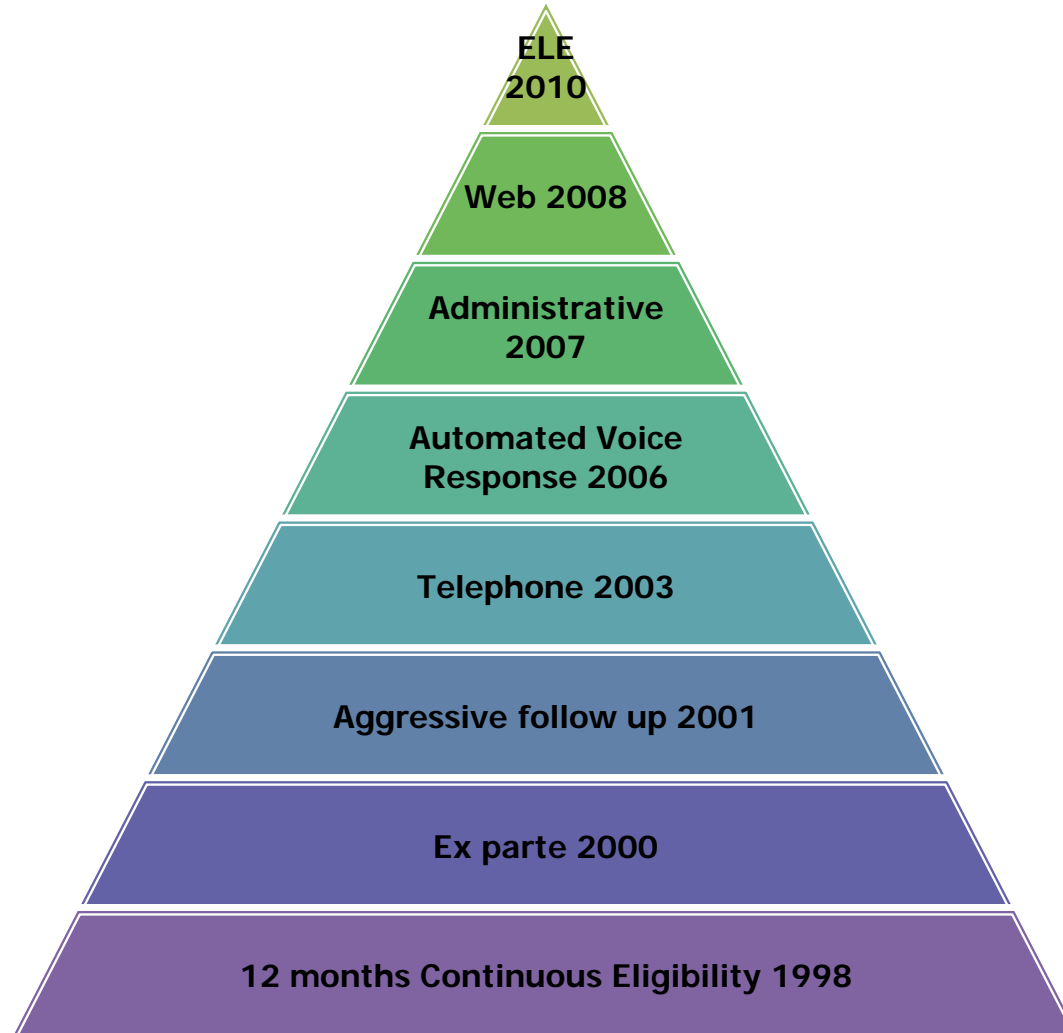
National Children's Health Insurance Summit

Chicago, IL.

Lesli Boudreaux, Eligibility Supports Section Chief



Incremental Changes in Renewal Processes



Ex Parte Renewal

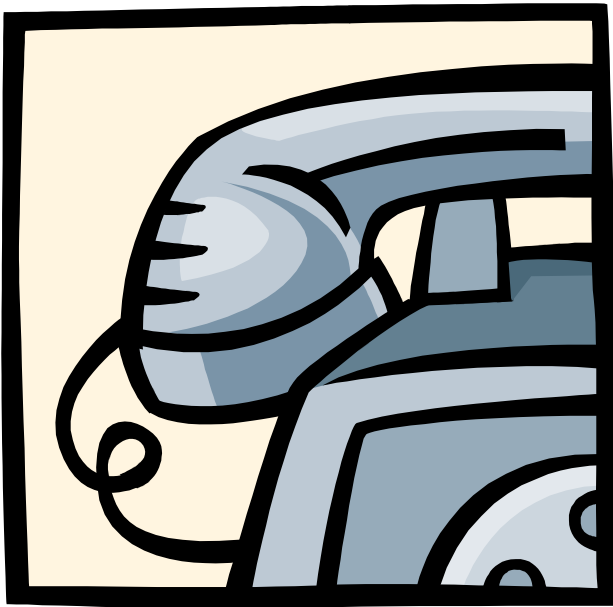
- ▶ Major **policy** changes effective 7/1/00—three month moratorium on closures while policy was being written
- ▶ **Procedures** for use in implementing the policy were established
 - Use of SDX, SNAP (Food Stamp), and TANF systems information
- ▶ Manager training in new policy, procedures, and expectations for local office **practices**

Aggressive Follow-up

- ▶ Incorporated into policy and procedures since July 2001
- ▶ Efforts to find new address and locate family
 - Other computer systems
 - Internet
 - Schools, medical providers
- ▶ Phone calls **must** be attempted and documented
 - First line supervisors make (& document) attempts as well

Major enrollment losses when discontinued from 7/06 to 11/06 with citizenship workload

Telephone Renewals



- ▶ Federal regulations require annual review but not signed form
- ▶ Implemented 11/03 as option when *ex parte* can't be done
- ▶ Key to our getting procedural closure rate from above 22% to below 1%
- ▶ Aggressive follow up phone calls when paperwork is not received
- ▶ Evolved from “cold calls” and follow-up to “time to renew/call me” letters
- ▶ Major reduction in administrative cost—postage, paper, staff time
- ▶ Families love it!

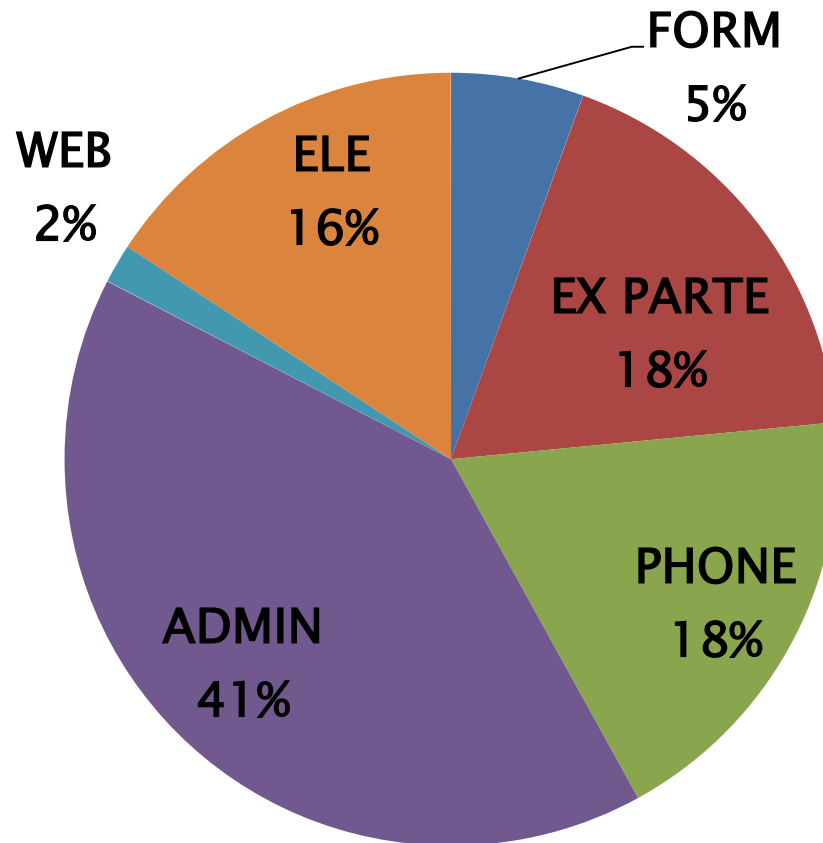
“Administrative” Renewals for Select Cases Since 2007

- ▶ Data analysis identified cases with very low likelihood of ineligibility at renewal
- ▶ Letter asks them to call if income or HH members has changed
- ▶ Unless change is reported eligibility worker does not touch case
- ▶ Any eligibility “imperfection” is more than off-set by administrative cost savings
- ▶ A smart, efficient and cost effective “administrative tool” for conducting renewals
- ▶ Calls are directed to the Customer Service Unit

Automatic Express Lane Eligibility (ELE) Renewal

- ▶ Data match with SNAP file for Medicaid renewals due
- ▶ Children with active SNAP case **automatically** enrolled for 12 more months
- ▶ Approximately **14,000** children reenrolled each month
- ▶ Lower risk of ineligible case than *ex parte* or administrative renewal

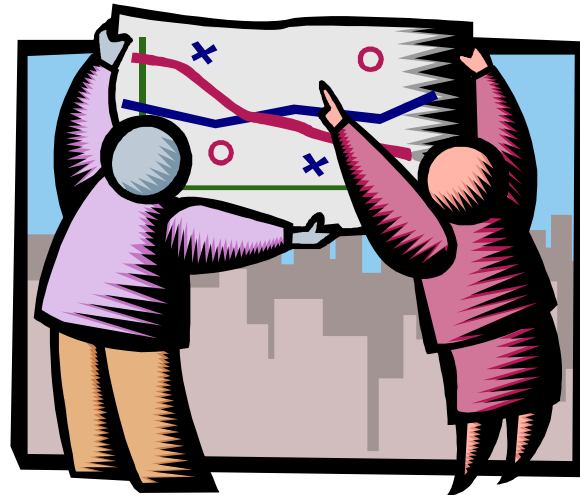
“Paths” to Renewal in Louisiana



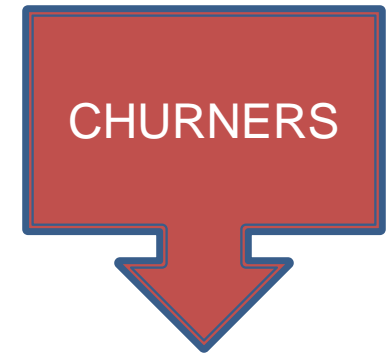
“Fixing” Renewals Really Does Make a Difference!

51,661 Total Kids—Couldn't renew **501** of them

501
<1%
(2011 Rate)



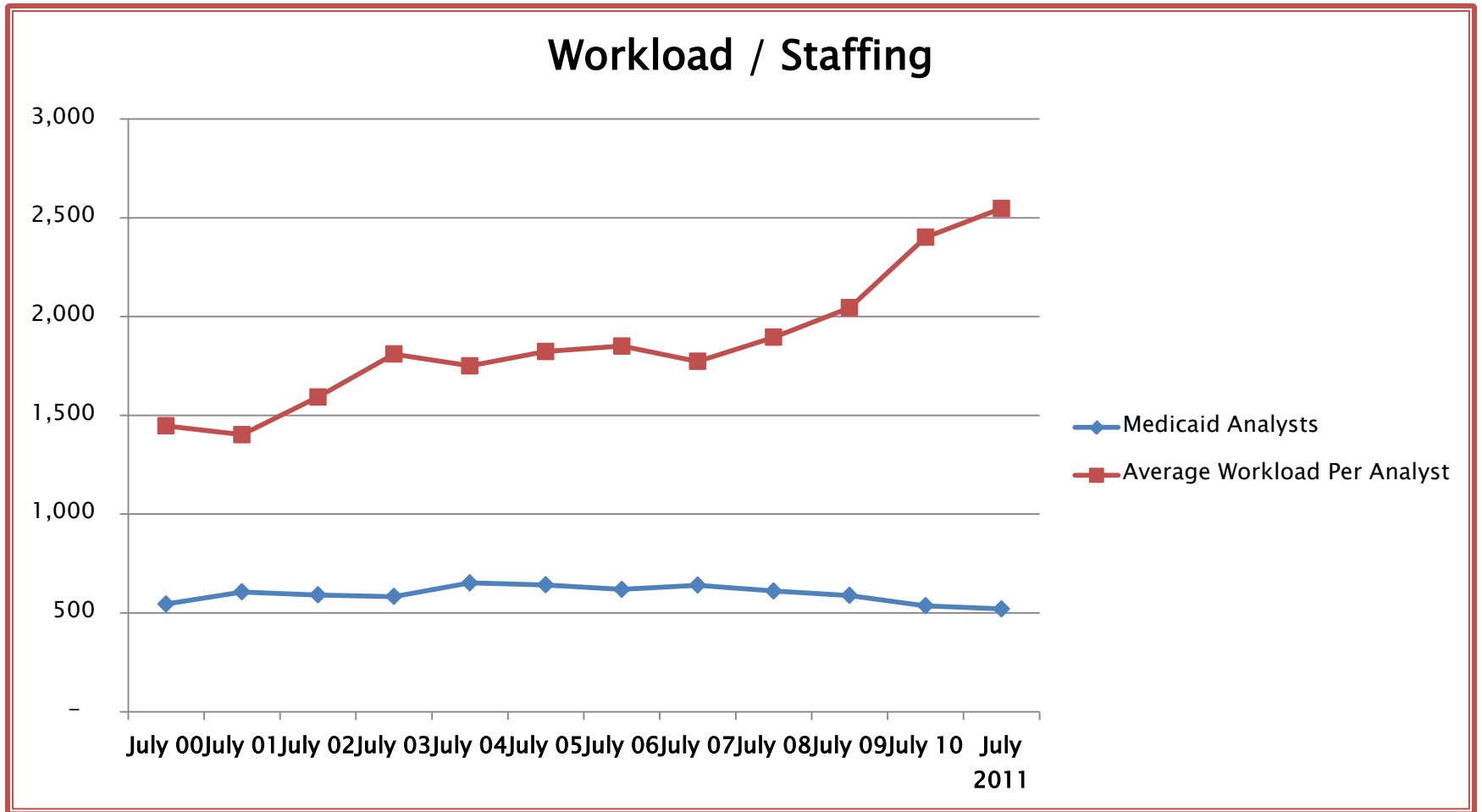
July 2011



10,078

22%
(2001 Rate)

Eligibility Workload



Administrative Savings from Paperless Renewals



Ex Parte Telephone, & Web Renewals

No renewal form

Cost of printing

Postage

Manpower necessary to process outgoing and incoming forms

Annual savings: \$10.7 M

Targeted Administrative Renewals

If no reported changes, totally automated process

Annual savings: \$8.25 M

288,000 annual renewals

Equivalent of approximately 160 case workers

“Organizational Change”

A Major Factor in Simplification



- ▶ Even more important than technology
- ▶ Caseworkers “open” and “close” the door
- ▶ Major changes in expectations of caseworkers
 - From passive
 - To proactive
- ▶ Identify work flow problems
- ▶ Brainstorm possible solutions
- ▶ Test solutions on small scale (to see if it works!)
- ▶ Implement improvements
 - Local offices
 - Geographic regions
 - State level

Realistic Expectations for Culture Change Are Important

- Recognize that any change is threatening
 - Resist the temptation to go too fast too quickly
 - Alarm and pushback from managers & case workers
 - Can overwhelm infrastructure
- Our experience reinforced classic organizational change theory
 - Importance of “change champions”
 - Bell curve of early adopters, “the middle” and laggards



▶ *You can't turn the Queen Mary around on a dime!*

Eligibility Policies That Support New Renewal Methods

- ▶ Twelve months continuous eligibility
- ▶ Signed form not required to renew eligibility
- ▶ Eligibility can be renewed anytime (rolling or off-cycle renewal)
- ▶ “Call me to renew” letter with no renewal form enclosed
- ▶ “Reasonable certainty” verification standard
- ▶ Verification not required unless declared income is within 25% of limit

Lessons Learned from our Eligibility Transformation

- ▶ Incremental change is **OK**
- ▶ Make certain people know why
- ▶ Focus on administrative as well as health & social benefits
- ▶ Empowerment of state government employees pays big dividends
- ▶ Don't be afraid to establish high expectations for staff
- ▶ **Expect initial (and ongoing!) pushback**
- ▶ **It is definitely worth the effort**