

PCGHealth & Human Services™

Work Support Strategies Data Analysis

State of North Carolina

8.13.2011

Data Priorities for Planning Year

- Unduplicated count of clients across all work support programs
- Determine the number of clients that lose benefits due to procedural reasons, versus eligibility reasons
 - Specifically due to procedural issues such as missing verifications, failure to establish eligibility, or failure to reapply
 - Ineligibility due to income, citizenship, residency, or household composition

Purpose of Data: Planning Year

- Planning Year
 - Create baseline measures from which to determine the overall success toward the project mission
 - Validate areas of opportunity to reduce churning
 - Utilize data to inform policy and process changes
 - Identify future data needs
 - Tools for ongoing improvement and self-evaluation

Tell the story of the client.

How many families are engaged in multiple eligibility and review processes?
How can aligning programs help them?

Purpose of Data: Implementation Years

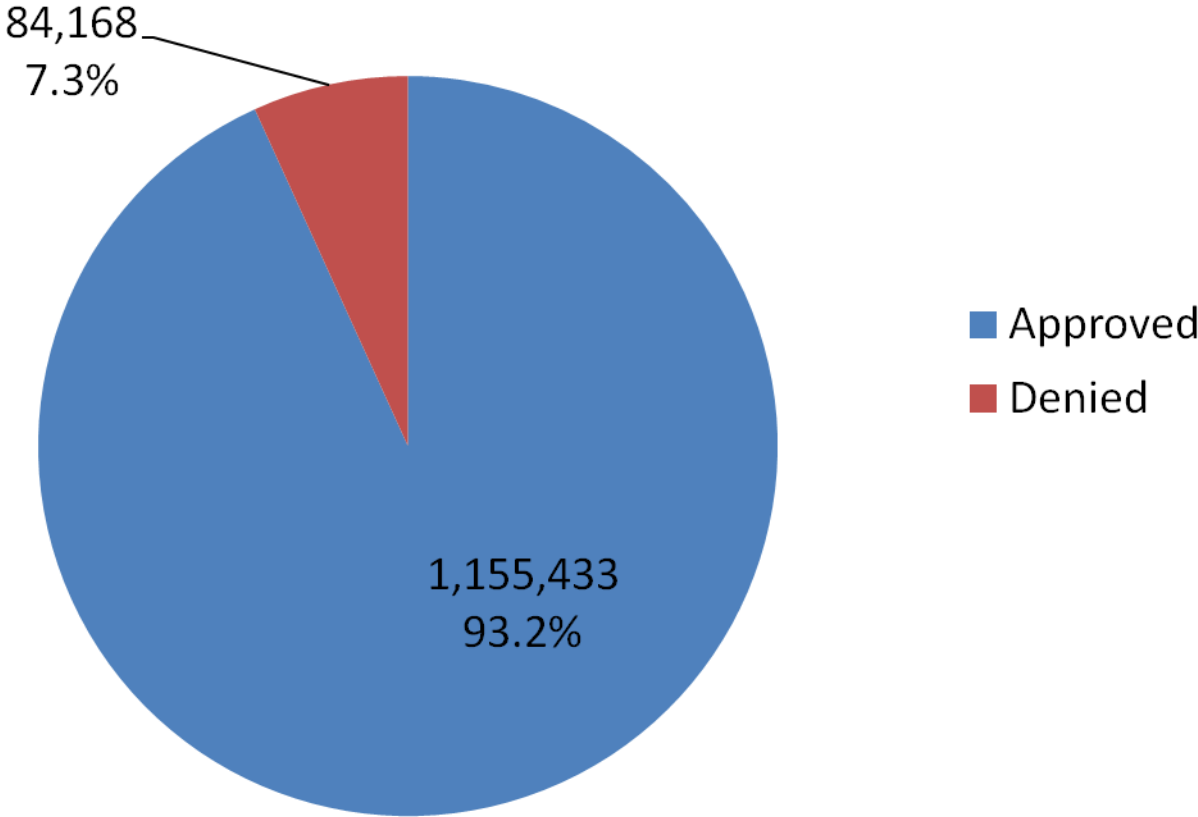
- Implementation Years
 - Determine effectiveness of policy and process changes
 - Assess if clients across programs are being affected positively, negatively, or not at all by policy and process changes
 - Evaluate how lessons learned can be incorporated into healthcare reform efforts

Data Challenges

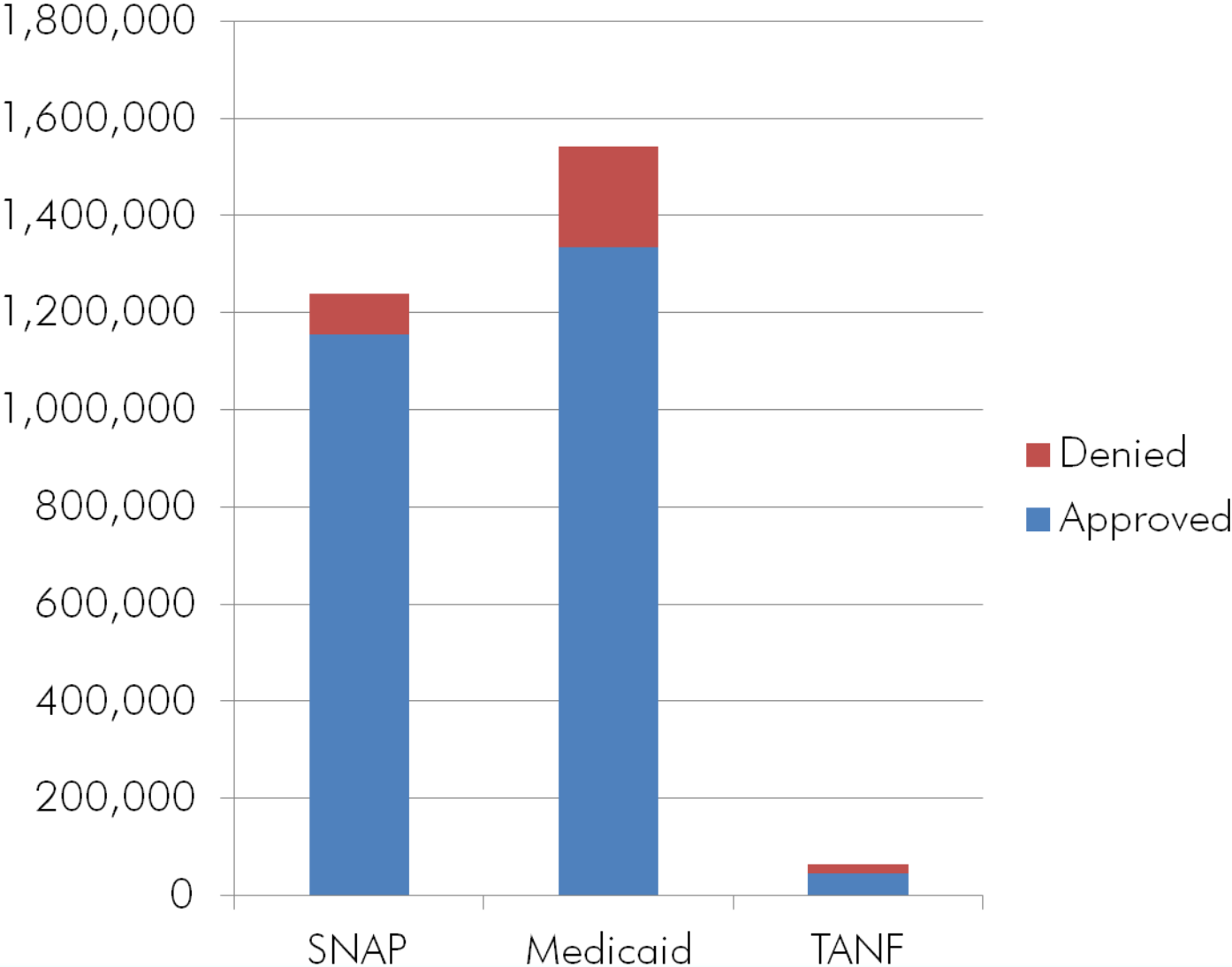
- Integrating data from different systems across programs and state legacy systems
- Lack of unique identifier on Subsidized Child Care cases
- Determining procedural/eligibility denial codes to generate churning data
 - FNS client coding system for denials

SNAP Applications by Disposition, 2010

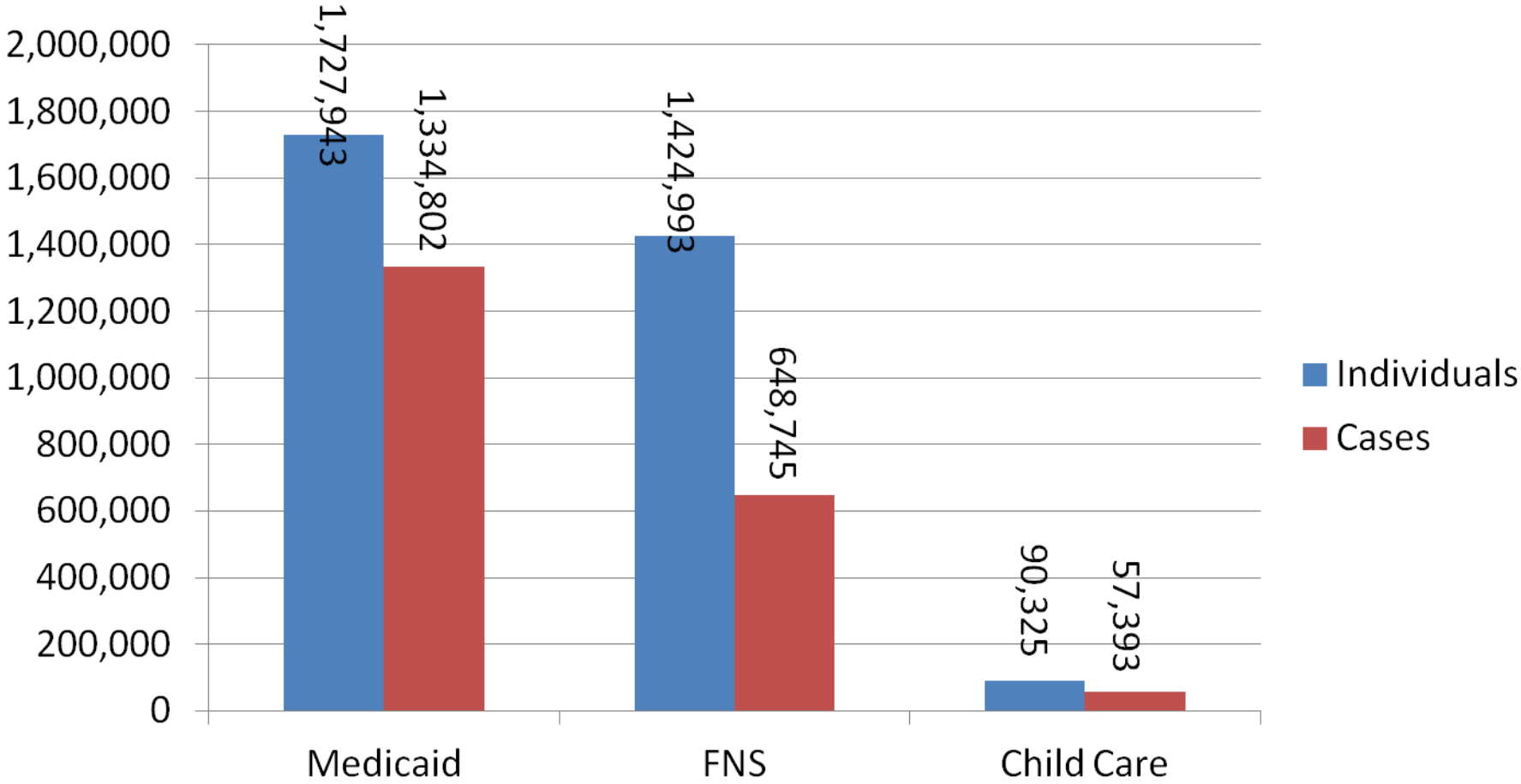
SNAP Applications by Disposition, 2010



Applications by Disposition, 2010

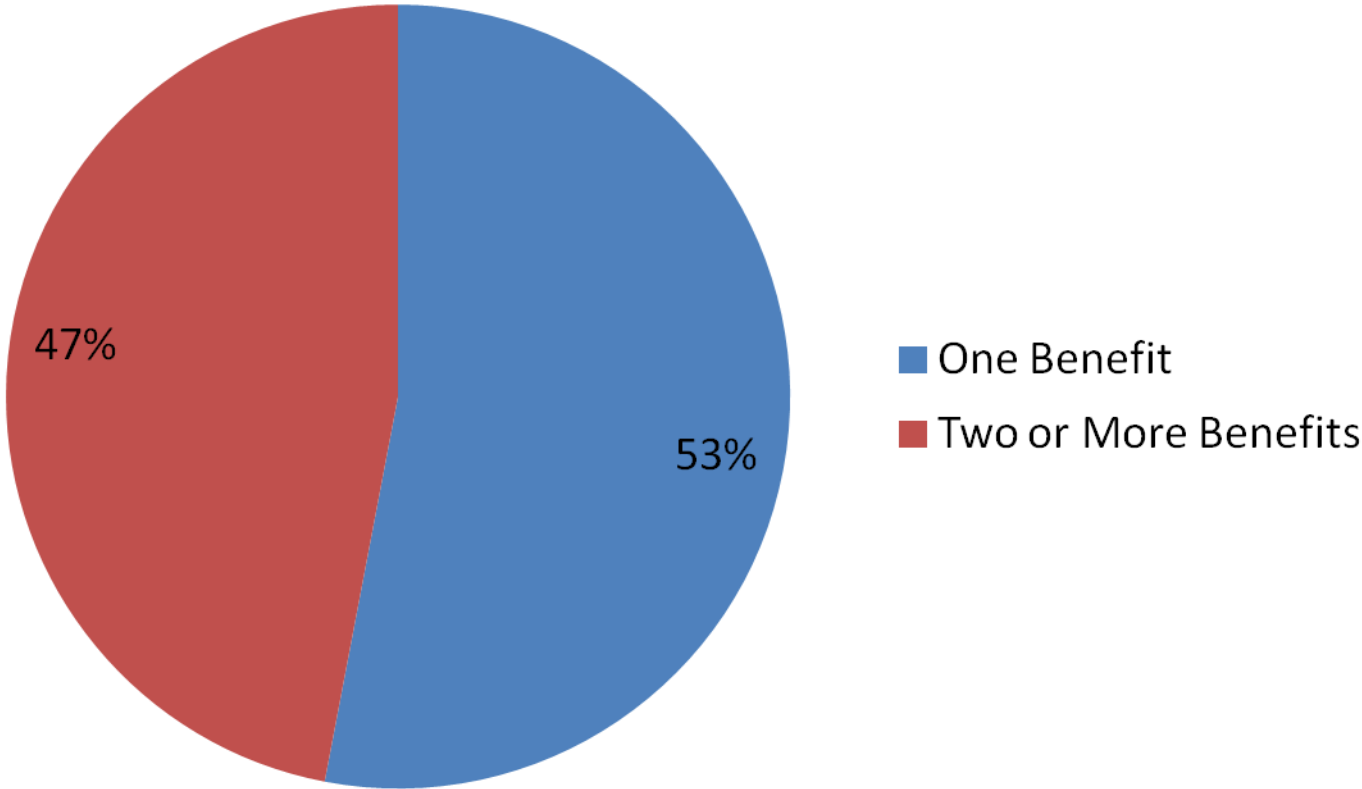


NC Caseload by Program, Individuals vs. Cases, 2010



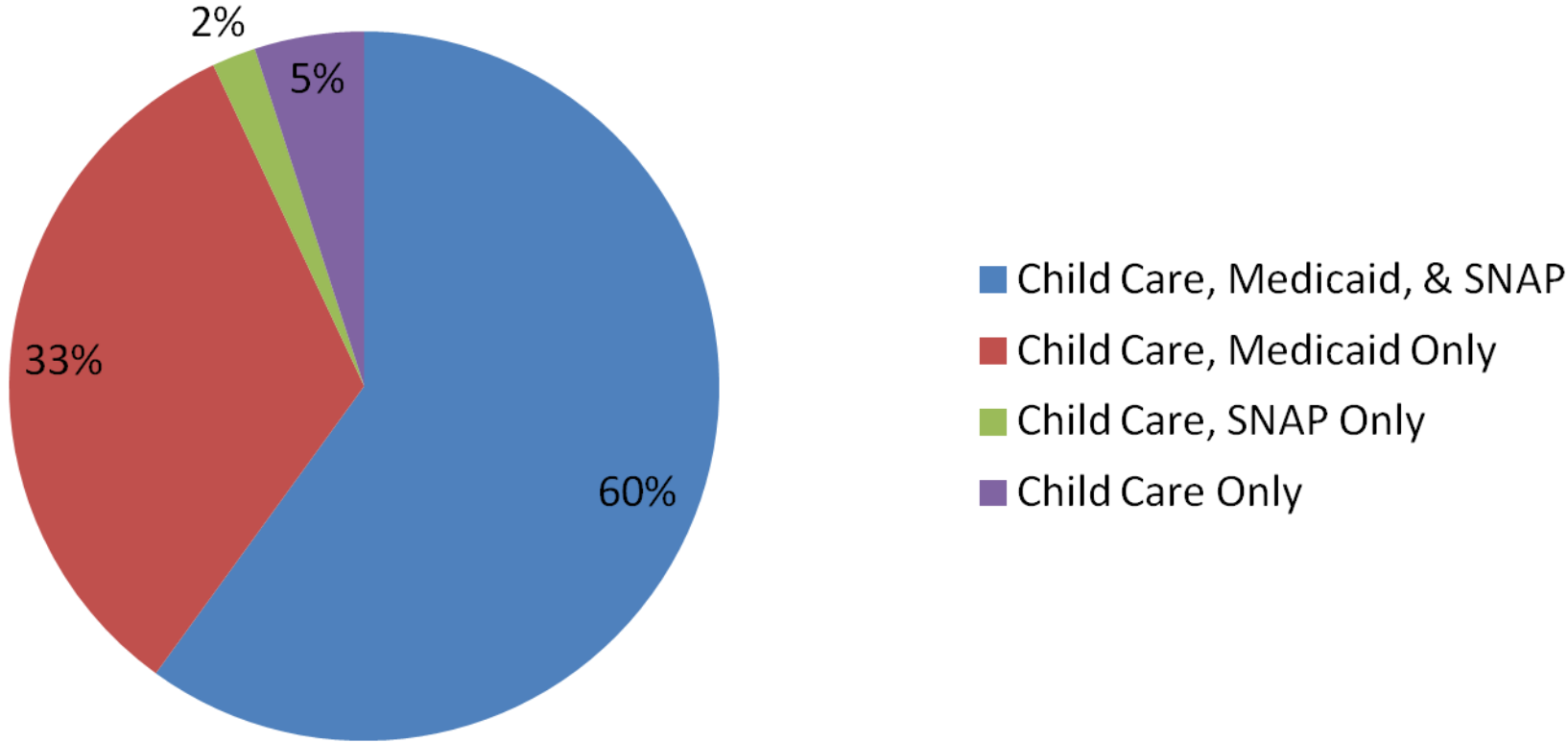
Client Overlap

Clients Receiving Multiple Benefits



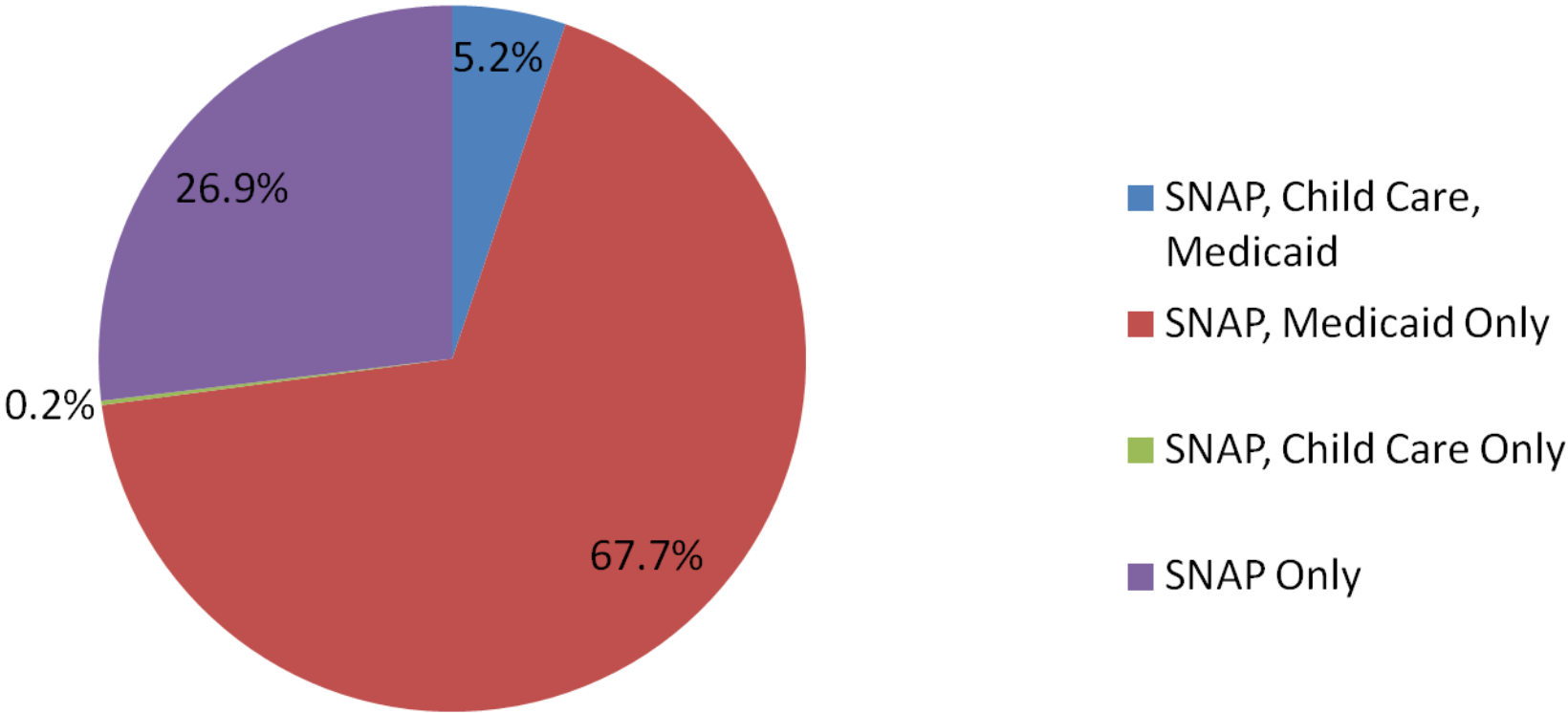
Caseload Overlap in NC

Percentage of Child Care Cases Receiving Medicaid and SNAP Benefits, 2010



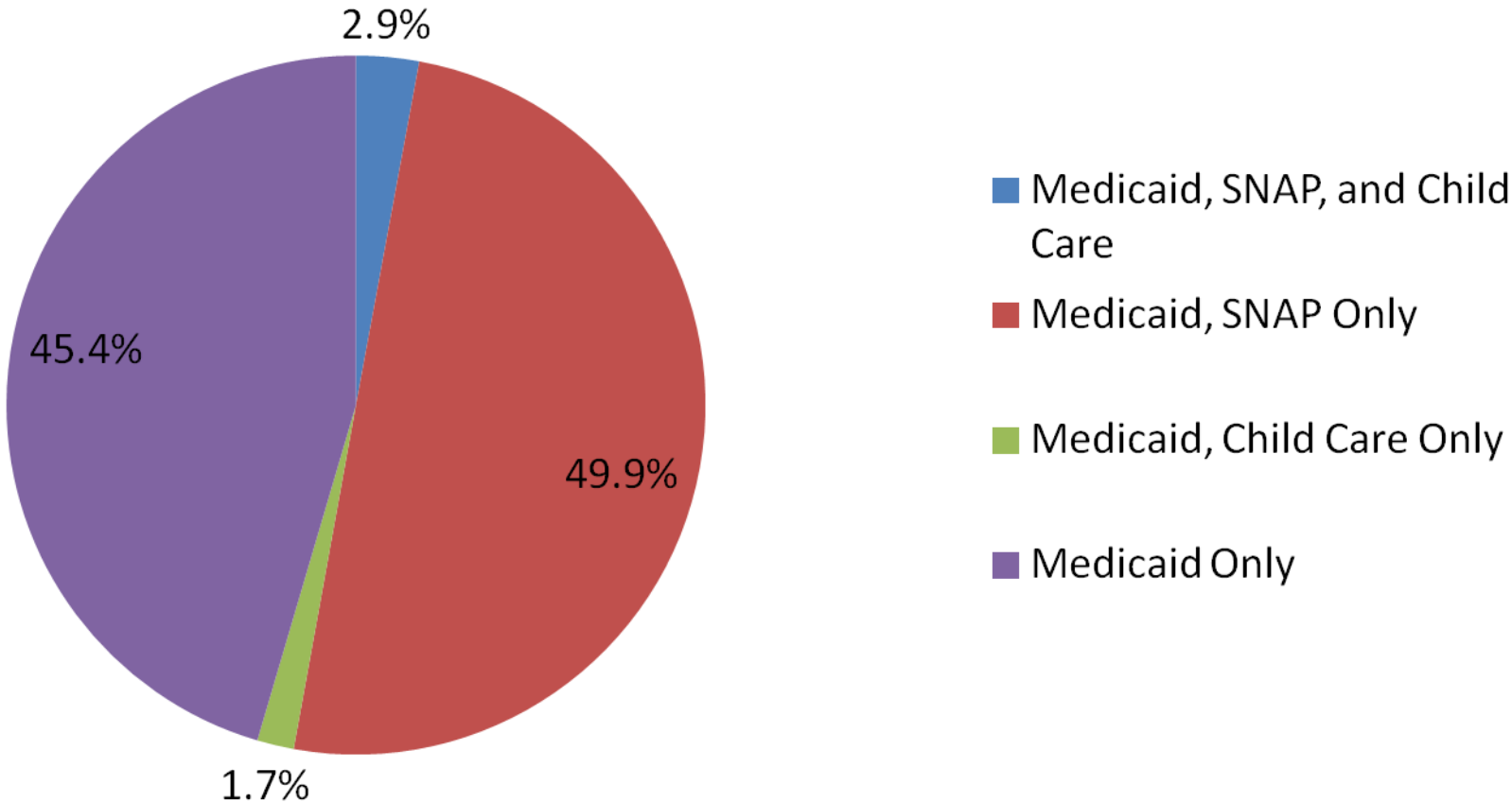
Caseload Overlap in NC

Percentage of SNAP Cases Receiving Medicaid and Child Care Benefits, 2010



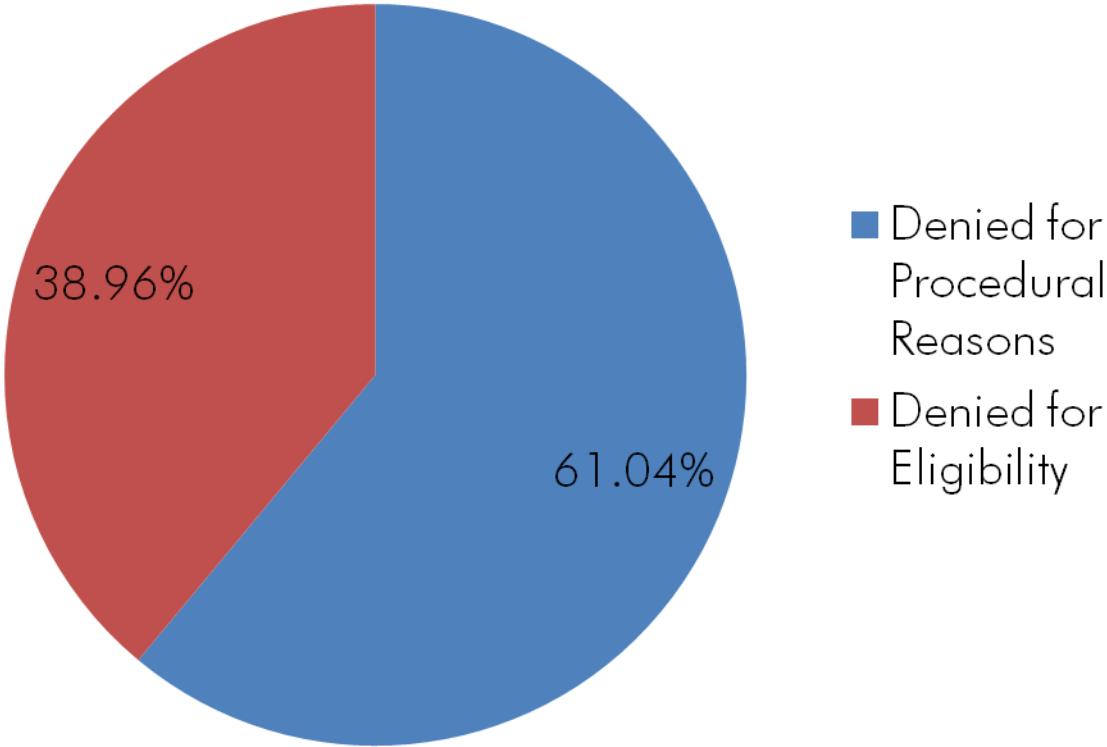
Caseload Overlap in NC

Percentage of Medicaid Cases Receiving SNAP and Child Care Benefits, 2010



NC SNAP Denials by Reason, 2010

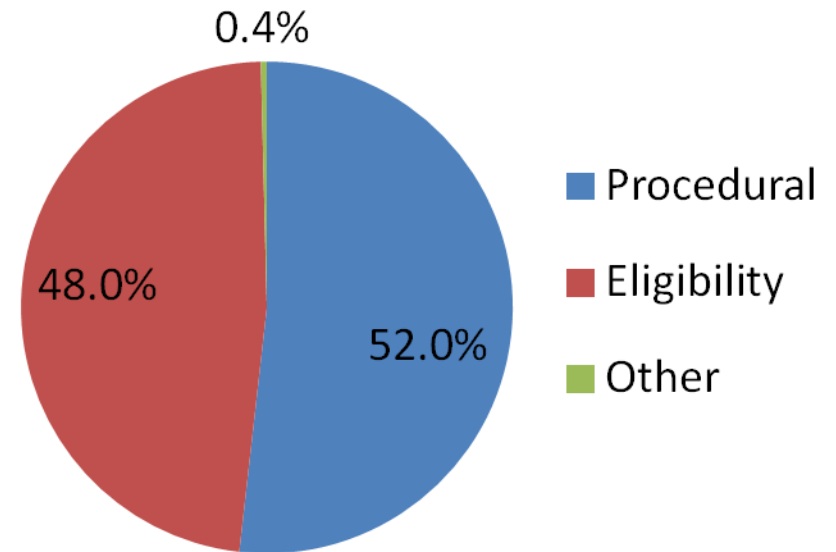
SNAP Denials by Reason, 2010



NC Medicaid Application Denials by Reason, 2010

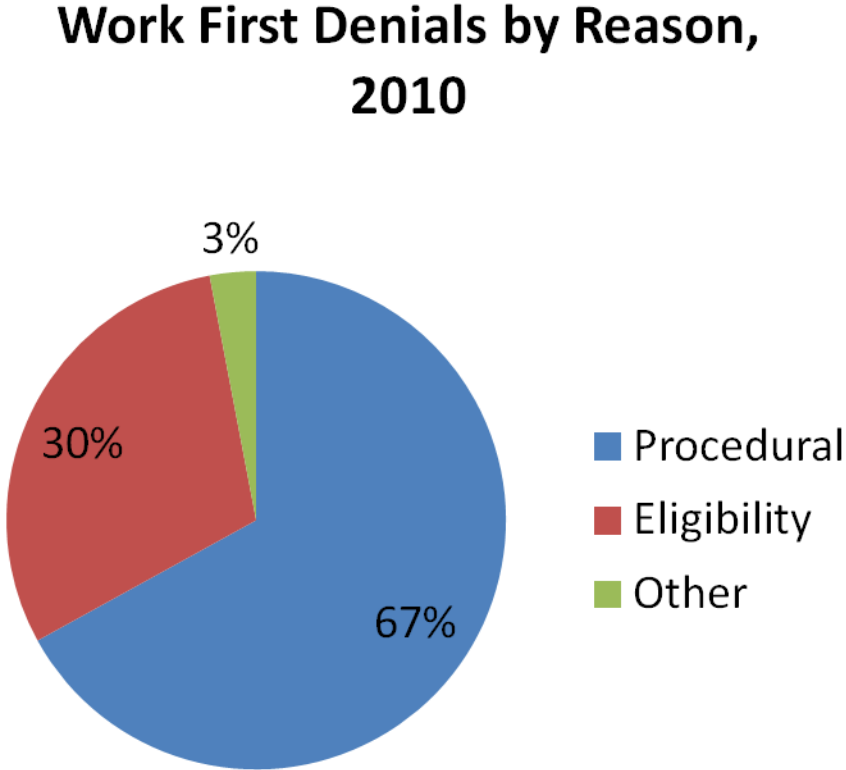
Medicaid Denials by Reason, 2010		
	Total	Percent
Procedural	106,922	52%
Eligibility	134,625	48%
Other	1167	0.4%
Total	282,199	100%

Medicaid Denials by Reason, 2010



NC Work First Application Denials by Reason, 2010

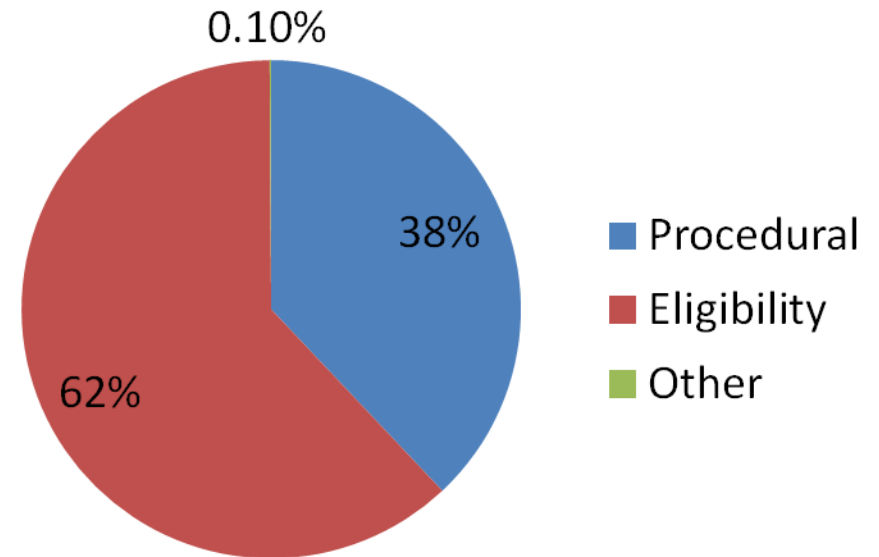
Work First Denials by Reason, 2010		
	Total	Percent
Procedural	11,451	67%
Eligibility	5,049	30%
Other	559	3%
Total	17,059	100%



NC Special Assistance Application Denials by Reason, 2010

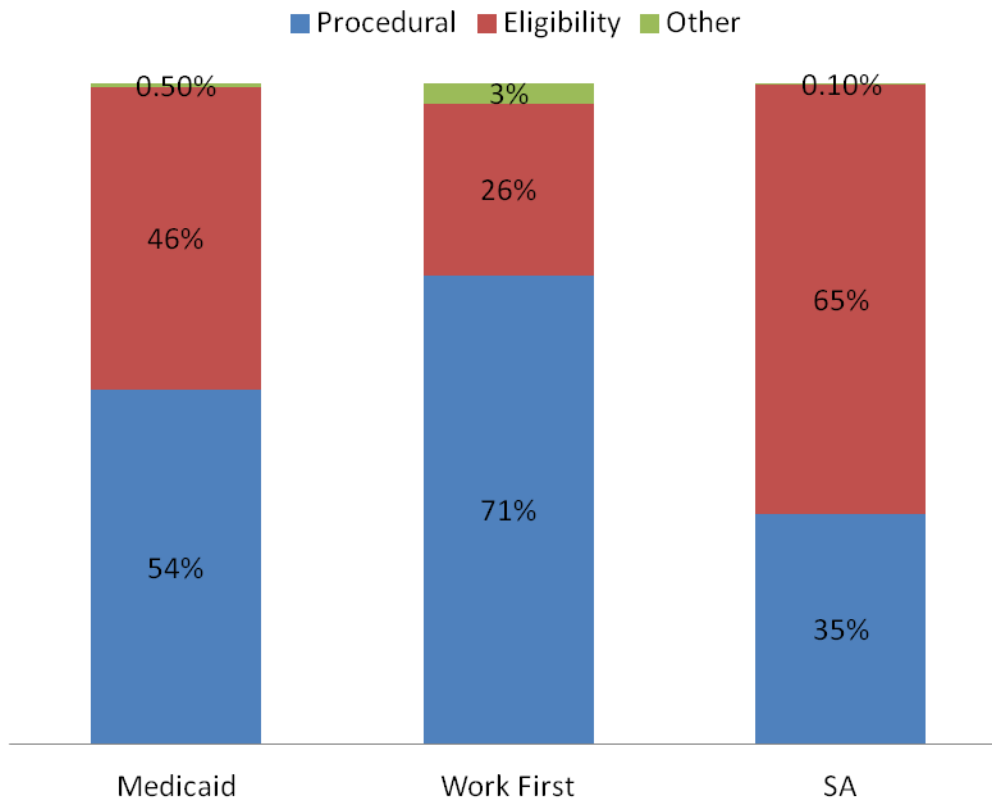
Special Assistance Denials by Reason, 2010		
	Total	Percent
Procedural	1,352	38%
Eligibility	2,200	62%
Other	3	0.1%
Total	3,555	100%

Special Assistance Denials by Reason, 2010



Year To Date Program Denials by Reason, 2011

Year To Date Denials by Reason, 2011



Procedural and eligibility-related denials continue at similar rates into 2011.

*Medicaid data includes MAF, MAD, MPW, MIC, MQB, and Health Choice.

WSS Denial Reasons

- Reasons for eligibility denials include residency, income, or the qualifying family member is no longer in the household.
- Procedural denials include failure to comply with interview/recertification requirements, failure to provide verification, lack of cooperation to determine eligibility, or administrative denial.

High Level Data Trends

- Caseload overlap is significant in North Carolina, with 60% of Child Care clients are also receiving Medicaid and SNAP.
- Procedural denials account for approximately half of all denials across programs, with Work First at a high of 68% and SA at a low of 37%.

With the majority of clients receiving multiple services, the data confirms that *North Carolina has a significant opportunity to reduce churning and increase participation through streamlining eligibility processes across programs.*

High Level Data Trends, contd.

- Of all procedural denials across Medicaid, SA, and Work First, Medicaid comprised 87%. This illustrates a strong opportunity to alleviate procedural churning in the Medicaid program.
- Procedural denial trends continue into 2011.

Conclusions by Program

- Procedural denials accounted for 68% of Work First denials in 2010, the largest of any program.
- More than half of Medicaid cases (52%) were denied due to procedural reasons.
- Special Assistance had the fewest cases denied for procedural reasons (37%).

Future Data

- Obtain data for clients at renewal
- Plans to alleviate data barriers
- Identify gaps in the data
- Is there opportunity for collaboration with other states to help NC accomplish its goals?

Appendix: Data Points for Collection Matrix

NC Work Support Strategies Data Points for Collection						
Data Point	Additional Considerations	Purpose	Priority	Method	Next Steps	Task Lead
1) Client Composition and Recipient Information						
Unduplicated count of clients/household units receiving multiple WSS benefits	WSS programs include: FNS, Medicaid, Health Choice, Work First, LIEAP, Refugee Assistance, Subsidized Child Care. Using household units would be preferable.	Determine the number of individuals/units receiving multiple benefits, and further develop business case for streamlining the collection of eligibility information.	High	State administrative data	Assess current state of DCD data, and identify possible matching elements to determine case overlap. Conduct DCD match, and run queries to determine caseload overlap.	Dean Duncan
Breakdown of client composition by: a) adult/child, b) elderly/nonelderly, c) work eligible/not eligible, d) families with/without children	Data by county and by program	Additional client information and guide streamlined eligibility policy	Medium	State/county records	Already available on website for FNS and WF. Run special query for SCC and MA.	Robin, PCG to review available data online
2) Case Processing						
Number of applications received monthly	Data by county, program, and method of application	Inform effectiveness in providing the package, help identify gaps, and inform usefulness of various options for leveraging cross-program efficiencies	Medium	State/county records	Already available in data warehouse. Run query.	Robin
Number of renewals processed monthly	Data by county, program, and method of application	Identify areas for increased administrative efficiency and continued client benefits	Medium	State/county records	Already available in data warehouse. Run query.	Robin
Number of cases that close each month by WSS program, broken down by case closings due to ineligibility vs. specific procedural reasons.	Data by county, program, and reason for closure. Denial codes relate to application, and termination codes relate to renewals.	Identify areas for increased administrative efficiency, and areas that are not customer-friendly.	High	State administrative data	Determine the denial and termination codes that are most relevant to WSS (PCG). Already available in data warehouse. Run query (Robin/Jonnette).	Robin

Appendix: Data Points for Collection Matrix

3) Application Outcomes						
Length of time from initial application office visit/phone call to final approval	Data by county and program	Identify areas for increased administrative efficiency	Medium	Field visits, automated county records	Map out processes and workflows during site visits	PCG
Number of applications and renewals approved/denied each month for WSS programs, with denied applications broken down between ineligibility and specific procedural reasons.	Data by county and program		High			
Share of same-day application processing of total applications (or within 24 to 48 hours)?	Data by county, program, and method of application	Identify areas for increased administrative efficiency and continued client benefits	Medium	?	Identify whether this information exists on the county level	
4) Retention						
Share of clients up for recertification that successfully renew benefits/fail to renew	Data by county and program. Catalogue available options for renewal.	Determine effectiveness of current application and renewal options/procedures	Medium	State/county records	Run query if information already available in the data warehouse	Robin
Of those who fail to complete the process, how many would likely have retained benefits?	Data by county and program. Catalogue available options for renewal.	Identify solutions to prevent churning	Medium	Manual case file review		
Most common reasons for a client not renewing benefits (change in circumstances, relocation, failure to comply with re-cert requirements, etc.)	Data by county and program	Identify solutions to prevent churning	Medium	Client interviews	Client focus groups, review of county-based survey	PCG
Share of cases that apply for renewal after having been closed for procedural reasons (including failure to reapply)	Data by county and program	Identify solutions to prevent churning	Medium	Run query if data is available	Run query if information already available in the data warehouse	Robin
What share of cases are reopened instead of filing a new application?	Data by county and program	Identify areas for increased administrative efficiency	Medium	Run query if data is available	Determine if this information is available	

Appendix: Data Points for Collection Matrix

5) Other Client and Workload Data						
Share of clients contacting county offices through each available means (in-person, phone, internet)	Data by application and change reporting method	Identify areas for increased administrative efficiency	Medium	County records, staff interviews		
Average county call center wait times, busy signals, call length, and contact resolution	Data by program	Identify areas for increased administrative efficiency	Medium	Run query if data is available		
Self-service eligibility tool (utilization, abandoned entries, etc.)	By county and program	Identify areas for increased administrative efficiency	Medium/NA	Run query if data is available		
Local office workload data (i.e., wait times, length of contact, reason for visit, contact resolution, task pending/completion)	By county and program	Identify areas for increased administrative efficiency	Medium	Field visits	Map workload time during site visits	PCG
Number of pieces of returned mail	By county	Identify areas for increased administrative efficiency	Medium	Review mail logs	Review county mail logs during site visits, include in county survey tool?	TBD
Client feedback to gauge ease of use/efficiency of programs		Determine how well clients are navigating programs. Guide policy development to increase client use of automated tools.	High	Client survey or focus groups	Conduct client focus groups (Aug/Sept). Consider alternative venues for interviewing clients.	PCG
Number of clients eligible for benefits but not enrolled (including those who have enrolled for some, but not all programs they are eligible for)	By county and program	Determine how well families are navigating the process	Medium	State general population income data	?	
Characteristics of cases in which clients receive multiple benefits and the interactions they had with separate application/renewal processes	By county	Determine the duplication of effort that takes place on behalf of both client and county case workers.	High	Case file review	Conduct case file reviews during county site visits.	PCG
Types of data not currently collected that would be useful in guiding program and administrative decision making	By county and program	Increase the utility of current data collection practices to align decision making with outcomes for clients and staff	Medium	Director and staff interviews during site visits		

<i>Program(s)</i>	<i>Individuals</i>
In Child Care, Medicaid, FNS	56,380
In Child Care, Medicaid Only	26,861
In Child Care, FNS Only	2,677
In Medicaid, FNS Only	928,117
In Child Care Only	4,408
In Medicaid Only	716,586
In FNS Only	437,819
TOTAL	2,172,848

<i>Goals for Planning Year</i>	<i>Goals for Implementation Years</i>
Create baseline measures from which to determine the overall success toward the project mission	Determine effectiveness of policy and process changes
Validate areas of opportunity to reduce churning	Assess if clients across programs are being affected positively, negatively, or not at all by policy and process changes
Utilize data to inform policy and process changes	Evaluate how lessons learned can be incorporated into healthcare reform efforts
Tools for ongoing improvement and self-evaluation	