Strategic Lean Project Report

Post Eligibility Review Process

**Agency:** Health Care Authority  
**Customers:** Recipients of Medicaid in Washington State as well as HCA internal staff.

**Project Impact**

The Washington State Health Care Authority improved the Post Eligibility Review Process, resulting in a production improvement from an average of 1848 per day to an average of 2705 per day while maintaining or slightly improving accuracy/quality. On average 91 Full Time Equivalents work the Post Eligibility Review process daily.

**Project Summary**

HCA is required to verify income for Medicaid recipients whose attested income appears not to match income data sources. Because of a dramatic influx of Medicaid applications, the Post Eligibility Review process had fallen behind to a point that pre-improvement rates of production were not projected to be able to keep up with new demand and/or the backlog (at any foreseeable point in the immediate future). Since Medicaid recipients receive benefits during the PER process, the longer the cases are in process, the longer benefits are paid for individuals who may be ineligible. The increase in PER production has helped to reduce the total PER backlog.

**Problem Statement**

1848 Post Eligibility Reviews completed per day compared to our target of over 2200, which we wanted to reach by 6/1/2017.

**Project Results**

Working with Post Eligibility Review subject matter experts, HCA implemented the following improvements:

- Improved flow of the PER process with documented process map and updated standard procedures.
- Trained staff on new process and standard procedures.
- Implemented new PER reporting process using Power BI that allows staff and managers to pull performance data in real time.

Avoided $1.28 million in staff labor savings (half of annual rate) from baseline production of 1848 to improved production of 2705 per day using the same 91 FTEs.

Decreased PER processing time from 22.65 minutes per Post Eligibility Review to 15.48 minutes per Post Eligibility Review.

The improved process will avoid $2.5 million of staff labor costs annually because of improved efficiencies.

Roughly 32% productivity improvement without degraded quality.

Pre-improvement Process Map
Date improvement project was initiated: 12/21/2016
Project Contact: Blake Ellison       Email: blake.ellison@hca.wa.gov       Phone: 360-725-0930
Report reviewed and approved by: Lou McDermott

Project Details