Analysis Summary   
Compliance Training Revamp  
2/14/18

**The Situation:**

* Member Service Advocates log complaints, grievances, and appeals as part of their role, and they are “graded” on a pass/fail basis. When one fails, the rating for that X site goes down considerably. X must have a 95% pass rate to be compliant, which means only 1 in 20 can fail.
* Logging a compliant/grievance is complex and involves checking different systems, listening closely to the customer, obtaining as much information as possible, identifying the root cause of the issue, and answering a series of questions in the system that often involve multiple steps on the side to arrive at the answer.
* There are three types of complaints/grievances - 80% of the complaints/grievances that Advocates are **verbal grievances** that include quality of care and sales complaints, while the other 20% are **organizational determinations** (medical- Part C) and coverage **determinations** (medications – Part D).

The Problem

* Advocates have not been properly trained on compliance, including how to complete a grievance in the system, what they are evaluated against, and how to critically think to get what they need and resolve the root of the issue, which has resulted in failed grievances, generating a lower than acceptable rating for the site.
* Coaches have not been properly trained either to coach the advocates on their team.
* Two coaches are currently spending much of their time approving grievances before they are submitted, which means they cannot do the rest of their role.

**Training Audience:**

* New Member Service Advocates
* Existing Member Service Advocates
* Coaches (limited)

**Goal:**

* Increase the pass rate for grievances to 95%
* Decrease the amount of time coaches have to spend reviewing/approving grievances before they are submitted

Current Training

* Advocates receive 6 weeks of new hire training, which includes about 8 hours of compliance, which includes approximately 1 hour of introduction during week 1-2 and approx. 5 hours of training during week 6.
* For the most part, it covers what complaints, grievances, and appeals are, why they are important, and the different types
* Mostly self-paced modules with the facilitator there to answer questions
* Advocates answer questions in the self-paced modules and do a little bit of practice, but it is not reviewed by anyone formally

**Course Objectives:**

Upon completion of this program, Advocates will be able to:

1. Identify the different types of grievances and when each would be used
2. Use critical thinking to identify questions on a call, ask probing questions, and determine root cause of a complaint to determine if and when a grievance should be filed
3. Obtain information necessary to submit a passing grievance, including utilizing other systems or tabs and obtaining all necessary information from the caller
4. Select appropriate fields and fill in all necessary information when filing a grievance
5. Use the UHC (United Healthcare) Compliance Tool appropriately when needed
6. Use the Grievance Tool appropriately when needed
7. Submit a passing grievance

**Learning Gap and How It Will Be Closed:**

There are 3 training components that are needed for Advocates to be successful:

* 1. What grievances are, why they are important, and the different types
  2. How to complete grievances in the system – how to decide if a grievance should be completed at all, using the compliance tool, job aids, check between systems, answer questions/choose appropriate drop downs, and documenting appropriately with all needed information
  3. How to critical think -identifying when a grievance should be filed, ask probing questions to gather all necessary information, and identifying the root cause of the issue to include in the grievance filed in the system

**Design Considerations:**

* Instructor-Led with the majority not being self-paced (there may be 1 hour of self-paced eLearning instruction)
* Activities and discussions will be as a class, in groups, in pairs, or individual depending on the activity but will be facilitated and monitored by the instructor
* Advocates will receive feedback on their practice exercises and will be evaluated against the criteria used to evaluate grievances on the training floor so that they know what is expected of them
* Fun and engaging

Proposed Solution

* **New Hire** – Add an extra day to the new hire training for a total of 2 days spent on compliance
  + The training will not be self-paced as it is today – it will be led/facilitated by the instructor and will include group discussion, activities, and practice
  + It will be modular, allowing for pieces of it to be pulled out and used for existing Advocates
  + It will be fun and engaging – some gamification
  + It will cover three main themes:
    - What grievances are, why they are important, and the different types (in current training but will be revamped)
    - How to complete grievances in the system – how to decide if a grievance should be completed at all, using the compliance tool, job aids, check between systems, answer questions/choose appropriate drop downs, and documenting appropriately with all needed information
    - How to critical think, ask probing questions to gather all necessary information, and identify the root cause of the issue
  + It may include components such as:
    - Instructor walk-through of the anatomy of a call (maybe one of each type, if time permits) that includes a grievance and how to complete it using all the necessary systems and tools – as the class listens to the call, the instructor walks through all the different components and how to do them correctly
    - Evaluation form review and grievance grading – Advocates learn what they are being evaluated against and look at various completed grievances to determine if they would pass or fail – and if they would fail, why?
    - Practice scenarios – Advocates practice entering grievances into the system and a partner them uses the evaluation form to grade them. A few of them are discussed as a whole with the class.
    - Review of the tools available and how to use them – they must be used during practice scenarios
    - Activities around critical thinking/probing questions/root cause analysis
    - Possible recorded calls with screen capture that also records what the Advocate is doing in the system while talking to the caller – not sure if this is even possible

1. **New Hire Compliance Training Component**

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| **Modality** | **Topics** | **Timing** | **Activities** | **Deliverables** | **Items Needed From X** |
| ILT (Lessons will be modular so they can be pulled out for Existing Advocate training) | * What grievances are * Why they are important * Different types of grievances * Critical thinking/probing questions * Identifying root cause * Gathering all necessary information from a call * Completing a grievance in the system * How to use other systems/tabs to complete grievance * How to use Compliance Tool * How to use Job Aids/Knowledge Base * Criteria for passing/failing grievances | 2 days | Instructor walk through of one (or more) grievance call(s) - Critical thinking, asking probing questions, completing the grievance, using various systems with breakouts for each topic)  Evaluation form review and grievance grading (pass/fail) – could be as a class or in groups  Practice scenarios – entering grievances into the system and a partner evaluates  Group discussion/activities around:   * Critical thinking * Root Cause Analysis * Probing Questions | * Facilitator Guide * Participant Guide * Materials / Handouts for activities * Possible eLearning component | * Call recordings * Sample grievances * Evaluation form * List of top mistakes made and quick fixes * Grievance Templates |

X is checking to see if we can use actual calls and/or live accounts in the system. This will inform the way we design training and I should have answer this week.