



Non-VA Medical Care National Standardization (NVNS)

The Non-VA Medical Care National Standardization (NVNS) project is a collaborative effort between Chief Business Office Purchased Care (CBOPC) and the VA Center for Applied Systems Engineering (VA-CASE) to standardize business processes associated with the execution, management, and oversight of all Non-VA Medical Care programs and functional areas.

Transactional Systems Program

VISN 11 VA Center for Applied Systems Engineering (VA-CASE)

Standardizing
Business
Processes in
Non-VA
Medical Care

Introduction

The Non-VA Medical Care National Standardization (NVNS) project is a collaborative effort between Chief Business Office Purchased Care (CBOPC) and the VA-Center for Applied Systems Engineering (VA-CASE) to standardize business processes associated with the execution, management, and oversight of all Non-VA Medical Care programs and functional areas. The NVNS team leverages work conducted in other Non-VA Medical Care initiatives, such as Non-VA Medical Care Coordination (NVCC), Fee Basis Claims System (FBCS) Optimization and Healthcare Claims Processing (HCP) systems. The outcomes achieved through NVNS will serve as the foundation for future Non-VA Medical Care improvement efforts. This report provides an overview of the expertise VA-CASE provided on the NVNS Initiative.

Background

To demonstrate how NVNS fits into the larger progression of efficient and effective Non-VA medical care, we provide the history of Non-VA Medical Care below (Figure 1). Non-VA Medical Care, previously known as “Fee,” originally employed the VistA Fee program. Over time, FBCS was introduced, and through FBCS Optimization, some of those earlier processes were refined. Non-VA Care Coordination (or NVCC) then re-structured and standardized the front-end business processes. Now, Non-VA Medical Care National Standardization (or NVNS) is paving the way for Health Claims Processing (HCP) by standardizing the entire process from beginning to end.

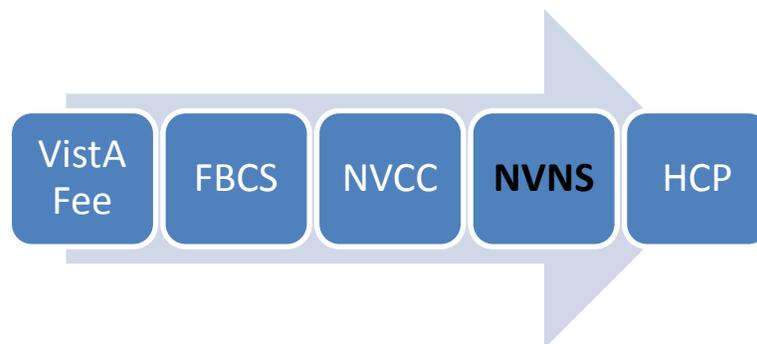


Figure 1: History of Non-VA Medical Care

The NVNS initiative, which is ultimately a continuation of Non-VA Medical Care Coordination (NVCC), encompasses the entire Non-VA Medical Care process (Figure 2). Whereas NVCC examined front-end business processes (from the time a consult/referral is entered into CPRS to the time a consult is completed), NVNS covers the entire business process, including front-end and back-end business processes (from consult/referral to claims processing and payment). As such, NVNS covers the following program/functional areas: Hospital Notification, Referral Requests and Authorizations, Customer Service, FBCS Claims Processing, VistA Claims Processing, Appeals, and Management controls (Financial Management, Vendorization, and Internal Management Audits/Reports).

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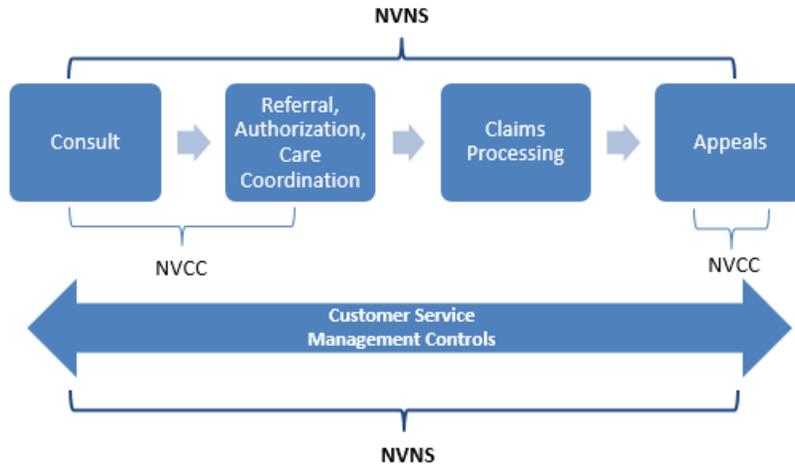


Figure 2: The Scope of NVNS

The overarching goal of NVNS is to develop standardized business processes for all Non-VA Medical Care programs and functional areas in order to create:

- Consistent service experiences for Veterans and Non-VA providers;
- Increased efficiency and reporting consistency;
- Effective utilization of technology, tools, and all resources; and
- Reduced variability and improper payments.

Current State Processes

In FY13, the NVNS team conducted site visits across VISNs 1, 4, 19, 20, and 23 (Figure 3), documenting current state processes at each participating site. Week-long site observations were conducted across eight high-performing Non-VA Medical Care offices, at both consolidated and stand-alone organizational models (Table 1).

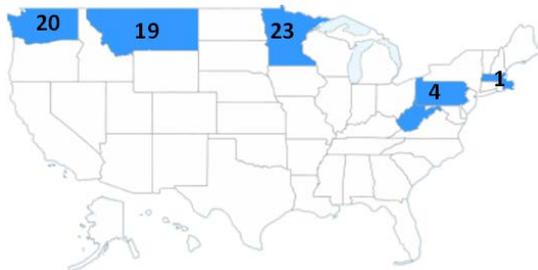


Figure 3: VISNs Participating in NVNS Site Visits

VISN	Site(s)	Dates
1	Boston, MA	5/6/13 – 5/10/13
4	Lebanon, PA Clarksburg, WV	6/3/13 – 6/7/13
4	Clarksburg, WV	6/24/13 - 6/28/13
19	Helena, MT	7/15/13 – 7/19/13
20	Lakewood, WA Vancouver, WA	8/5/13 – 8/9/13
23	Minneapolis, MN	8/26/13 - 8/30/13

Table 1: NVNS Site Visits, By VISN, Site, and Date

The CBOPC/VA-CASE team developed an action plan to capture the current state processes, which included various engineering tools and an extensive survey/questionnaire completed by the Non-VA Medical Care sites prior to the team’s arrival. This pre-visit work provided the team with information about the sites’ operations and processes, so they were knowledgeable of facilities’ current states at the start of each visit. The typical site visit observation included: entrance and exit briefings, flow-mapping sessions, observations of the various functional areas, and Q&A sessions with the onsite subject matter experts (SMEs). The project team developed

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and validated current state process maps for all processes observed at the Non-VA Medical Care offices, and analyzed and assessed each process for efficiency and effectiveness.

Figure 4 provides an example of a portion of the current state as-is process flow for FBCS claims processing at one of the NVNS assessment sites (similar maps were created for each program/functional area). The process map depicts tasks that are completed by the Supervisor, Claims Clerk, Coding Staff, and Pricer. Additionally, the map indicates the software/system that may be required to complete each task.

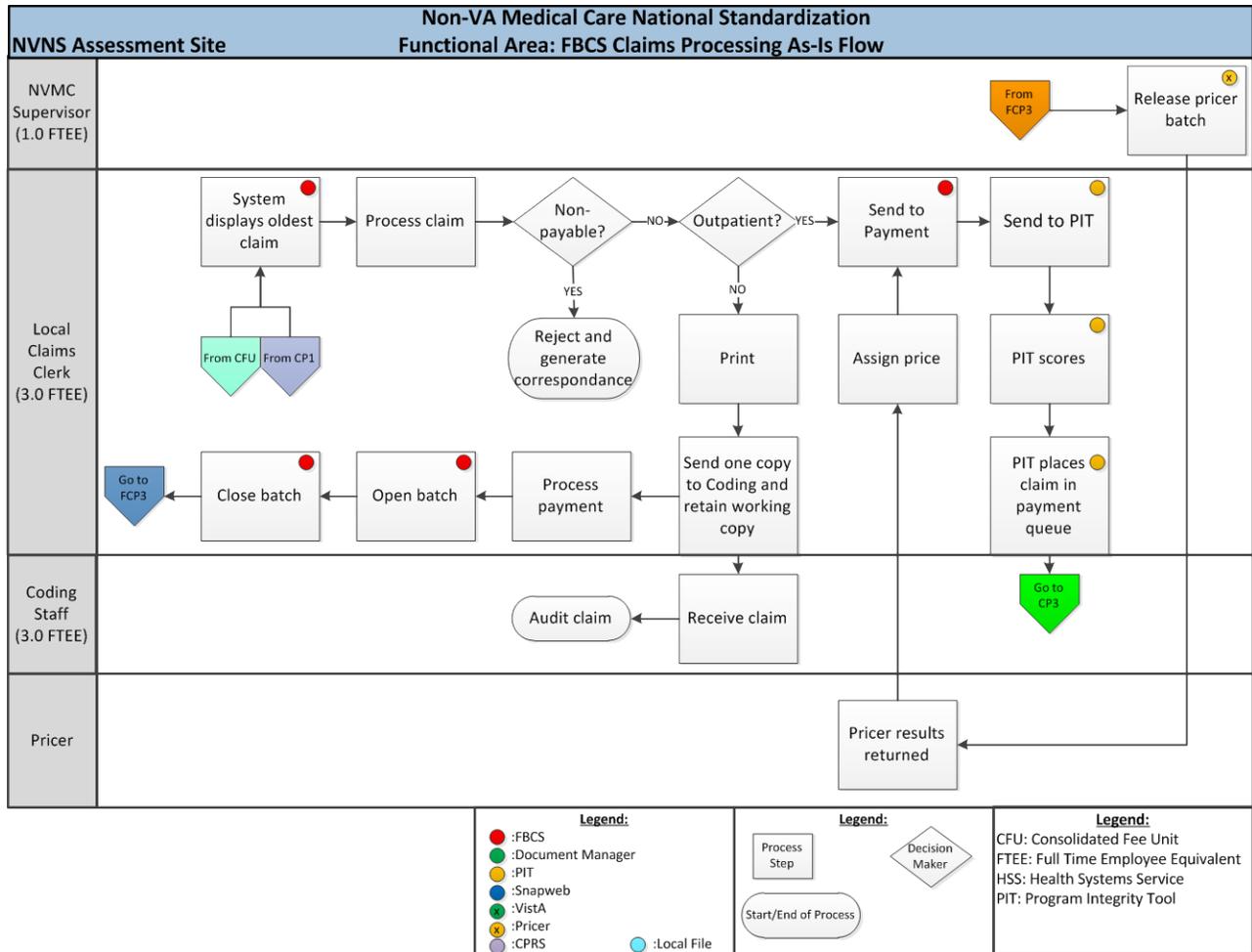


Figure 4: Excerpt from FBCS Claims Processing As-Is Flow at a NVNS Assessment Site

Future State Recommendations

At the conclusion of the site visits, the NVNS team assessed the most efficient and effective current processes and incorporated them into standardized future-state processes. This process began in late September 2013 with a face-to-face Future State Development Meeting in Denver, CO. During that time, the team reviewed as-is process maps and formally documented the strong practices observed within each program/functional area at each site. Next, the team

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drafted future-state standardized business processes that served as the foundation for the team's recommendations to CBOPC leadership in the 2nd quarter of FY14.

While conducting this work, the NVNS team also reached out to the participating NVNS sites in order to further refine the future state recommendations. The team also met with several SMEs from several different areas both within and beyond CBOPC. The NVNS team collaborated with multiple departments, programs, and project teams, including (but not limited to): CBO PC Business Systems Management (BSM) Directorate, Chief Business System Office (CBSO), Non-VA Medical Care Way Forward (NVCWF) program, Quality Workforce Development (QWD) program office, CBOPC Program Oversight and Informatics (POI) Directorate, National Non-VA Medical Care Program Office (NNPO), Non-VA Medical Care Coordination (NVCC) project team, and Healthcare Claims Processing (HCP) project team.

Conclusion

A two-tiered vetting process was conducted in February and March 2014, when SMEs and CBOPC Leadership reviewed all future state recommendations. Once feedback from the vetting sessions was incorporated and final approval from CBOPC was obtained, the team proceeded with developing process guides, training materials, and plans for implementing the future-state standardized business processes and recommendations. Full implementation and deployment is scheduled to begin in FY15.