

**Title**

Integrated Eligibility and Enrollment Solution: IEES

**State**

Kentucky

**Category**

Emerging and Innovative Technologies

**Contact**

Deck Decker, Executive Director Office of Administrative and Technology Services  
Commonwealth of Kentucky  
Cabinet for Health and Family Services  
Office of Administrative and Technology Services  
275 E. Main St. 4W-A, Frankfort, KY 40621  
Deck.Decker@ky.gov  
502-564-0105 x.2848

**Project initiation and completion dates**

Program initiation: February 1, 2016

**Completion**

August 15, 2014	Passive Renewals: MAGI
June 27, 2016	Passive Renewals: Non-MAGI Medicaid
August 12, 2017	State Data Hub: Asset Verification Interface
October 1, 2017	Child Care Assistance Program
March 25, 2018	Enrollments Module Expansion including Rate Cell Calculations

## Executive Summary

Innovation. The phrase is ubiquitous. It connotes a variety of concepts – ideation, the pivot, disruption, thought leadership, and so on. And many of today’s businesses and government agencies are enamored with being thought of as “innovators” to capture market share, enhance their brand, and improve customer loyalty.

In truth, most organizations can capably think of innovative ideas. Where they often fall down, however, is in execution.

Bringing a modest idea to life is challenging in the best of circumstances. Shepherding a truly transformative idea to life can often overwhelm even the greatest leaders and most successful companies.

Since its launch in February 2016, Kentucky’s Integrated Eligibility and Enrollment Solution (IEES) has been a case study in execution. The Cabinet for Health and Family Services (CHFS) has been leading the way with innovative solutions to the Commonwealth’s most challenging problems for human service program service delivery to its constituents. IEES has also been driving cost savings through increased efficiencies for front line and administrative staff.

While IEES is built on a Microsoft technology platform, several innovative changes have been incorporated in the core integrated eligibility functionality making Kentucky’s IEES one-of-a-kind. These include:

- **Enrollments** management tool that allows citizens to manage their Managed Care Organizations selection and their primary care physicians, providing them greater access to data and information on a 24/7/365 basis.
- A **State Data Hub** to share both federal and state data more efficiently with other programs in the Cabinet for Health and Family Services that acts as a centralized integration
- The integration of **Child Care Assistance Program**, including a citizen-empowered vendor search in the core eligibility system that streamlines business process and simplifies the user experience.
- **Real Time interfaces for Asset and Income verifications to enable Passive Renewals** for both MAGI and Non-MAGI Medicaid that saves time for eligibility staff and reduces operating costs

With the successful implementation of IEES, CHFS has enjoyed

- **Significant operational savings:** CHFS reported savings of approximately \$20 million in IT and operational costs.

- **Improved processing time:** CHFS has eliminated the 45-minute annual recertification interview with an enhancement for automated process that verifies Medicaid recipients' information during their annual recertification using federal and state data sources.
- **Reduction in staff overtime:** CHFS' Department for Community Based Services has eliminated the mandatory 10-percent overtime for staff thanks to reduced administrative tasks and increased automation through benefind.
- **Improved service:** The streamlining of data across the system has reduced the number of provider issues and complaints. Similarly, integrated and automated verifications have reduced the instances of overpayments and issuance of incorrect benefits to Kentuckians.
- **Enterprise integration:** After a successful rollout of the core integrated eligibility offerings, child care assistance was incorporated into benefind, resulting in 3,810 new child care applications processed at a rate seven times greater than the prior average and additional savings resulting from the elimination of a third-party contract and associated expense.

Moreover, CHFS is continuing to lead the nation and innovating with its IEES. As part of its 1115 Demonstration Waiver, CHFS is leveraging the introduction of the Salesforce platform to support work registration and reporting modules for the Kentucky HEALTH initiative, which is designed to improve the health and financial wellbeing of Kentuckians.

***Deck Decker speaking at the House Standing Committee on Health and Family Services hearing in Feb 2018 said: "With the implementation of IEES, we have now saved over \$20M dollars a year."*** A unified vision, strong leadership and stakeholder collaboration have been the recipe for the last two years of success. Kentucky looks forward to continuing to drive this innovation into the future and further positioning itself as a national leader in innovation and citizen experience.

## **Concept**

In 2016, Kentucky's most vulnerable citizens were in desperate need, as significant operational and technological deficiencies within CHFS significantly impacted their ability to receive benefits. What appeared to be a seemingly insurmountable backlog was causing frustration at all levels. Citizens were waiting in office lobbies for hours, and lines often began forming before the business day began. Phone queues were overrun with calls, as wait times often exceeded an hour and capacity issues often prevented calls from even entering the queues.

Further, citizens were not the only population adversely impacted. Eligibility staff were required to work overtime to process the backlogs. And overall, CHFS was dealing with a troubled legacy system and a workforce that was losing momentum and leaving at very high rates. Among the myriad of issues, everything boiled down to a simple, fundamental failure. Citizens did not have easy access to their own benefit applications. Instead, they were required to visit county case worker offices or call to get basic information. They couldn't attend healthcare appointments. They couldn't go to their jobs. They couldn't look for work. They had to wait.

Fast forward two years later, and the implementation of Kentucky's citizen facing self-service portal that is a part of IEES, known as benefind, has dramatically increased the capabilities of citizens to drive their participation with their benefits. Citizens can not only apply online but also manage updates to their personal information. There are multiple scenarios that do not require worker intervention when a citizen initiates a change, such as an address updates.

For the eligibility workers committed to serving Kentucky's most vulnerable population, the IEES has improved their customer service outcomes through increased system efficiencies and accuracies, improved interfaces, and overall quicker system processing speed. Adding child care and creating a 'one case' concept has meant that changes to a family's information only needs to be made once, reducing the length of processing time. The addition of reliable interfaces such as Asset Verification Service has meant that workers have easier access to critical client information. Overall, the processing speed of IEES supported by up to date infrastructure upgrades, including BizTalk 2016, SQL Server 2016 has empowered workers to perform their daily jobs more efficiently and productively.

## **Significance**

The ability to transform the citizen experience and dramatically improve the delivery of services to citizens is certainly noteworthy in its own right. For example, annual renewals are a significant task for both citizens and eligibility workers. With the

introduction of not only MAGI Passive Renewals but Non-MAGI Medicaid, Kentucky is reducing that burden for everyone involved. Through improved interfaces and data quality checks, Kentucky has reduced the in-person renewals by over 85% for Medicaid program. But what makes Kentucky's experience even more compelling is its vision in terms of building a true, all-encompassing IEES. This includes:

- The inclusion of enrollments
- The integration of child care assistance
- The addition of a state data hub as part of its IEES.

Such bold decisions set Kentucky apart from other states and provide numerous benefits to both citizens and workers.

### *Enrollments*

As Kentucky strategized on how best to improve access to information and improve the user's experience, they made an unprecedented decision – they decided to expand their integrated eligibility system to include a health insurance enrollment management module. While this made Kentucky unique on a national level, creating an end to end management capability of a citizen's health insurance made aligned with their vision to improve the health and wellbeing of Kentuckians. Further, combining this functionality allows CHFS to provide further benefit to the Commonwealth by reducing the unnecessary and duplicative cost of using a broker to manage enrollments.

In addition, Kentucky has also added a rate cell module that allows IEES to calculate the capitation payments for all the MA recipients in Kentucky. The addition of this logic into the eligibility and enrollment system means that the data for capitation payment calculation does not need to be handed off to a MMIS system that lacks the core eligibility and enrollment information necessary to make an accurate calculation.

By driving the capitation payment calculations from the system where that data is stored, there is a significant reduction in data synchronization issues – ultimately eliminating incorrect payments. Beyond driving increased citizen satisfaction, CHFS is able to realize significant operational savings by reducing claims activities related to recalculations, and case workers can spend time helping citizens resolve more meaningful and complex issues.

### *State Data Hub*

The consistent upgrades to IEES has had enormous consequential impacts for CHFS as an entire agency. One of these efforts has been the creation of a State Data Hub (SDH). This centralized integration hub enables sharing of data across various entities and systems in the CHFS enterprise and is enabling the Commonwealth to save significant amounts of money and improve technical efficiencies. One of the most exciting interfaces that is leveraging this State Data Hub is the Asset Verification

interface. Collecting accurate income verifications for clients is a critical exercise for not only the IEES but also for the Child Support system. Every time the Commonwealth makes a request for an individual's income data, the state is charged a processing fee. By housing the individual's income data in the State Data Hub, both the IEES and Child Support systems can leverage that information without making duplicate requests. The long term financial benefits of this cost saving hub are incredible. The Commonwealth plans to continue to build more interfaces within the State Data Hub and has begun discussions of sharing that information with other Kentucky cabinets.

### *Child Care Assistance Program*

The concept of an integrated eligibility system is simple: support health and human service programs with one eligibility system that determines a family's benefits across all programs. Approximately 95% of CCAP recipients also receive SNAP benefits. Prior to IEES, all CCAP recipients had to complete their applications and renewals in a separate facility and schedule inconveniencing citizens.

There are multiple major consequential benefits from this integration. One major transformational win for the state has been the elimination of a separate application and case management processing contract for only CCAP, which was not processed by CHFS eligibility workers but by a separate vendor. This was approximately a \$8 million contract that the state has eliminated. Over the course of five years, the state will save over \$40 million. Further, the benefit of integrating CCAP into IEES for the convenience of citizens is intangible but is being felt by nearly all recipients. Improving integrated service delivery is a serious commitment of CHFS and CCAP has been a very positive step towards that goal.

### **Impact**

There is no question that Kentucky's IEES has transformed the way CHFS does business and improved the lives of its residents. ***Speaking at a press conference about the impact of the IEES/benefit system implementation, the Secretary of the Cabinet for Health and Family Services, Adam Meier, "It's gone extremely well, which is probably why you haven't heard of it."***

Let's review the impact through numbers:

*Citizens Impact:* Kentucky's residents have benefited significantly to the improved IEES operations

- Online Applications: Over 409,141 new benefit Self Service Portal applications received reducing time spent in DCBS offices and on the phone, including Non-MAGI Medicaid
- Online Changes: Over 84,429 changes reported to the benefit Self Service Portal, reducing number of DCBS worker

*Eligibility Worker Processing:* Improvements to IEES' infrastructure and interfaces has improved the overall processing efforts

- DCBS Staffing: A 5% reduction in front-line staff and elimination of mandatory 10% overtime compared to the legacy system
- Processing Time Throughput: Less than 3 days on average throughput for tasks completions
- Cost Savings to the Commonwealth: ~ \$9 million/year due to these productivity improvements

*Passive Renewals:* Eliminated the 45-minute annual recertification interview with an enhancement for an automated process that verifies Medicaid recipient's information during their annual recertification using Federal and State data sources

- MAGI Medicaid: 1,798,426 successful passive renewals since July 2015.  
1,798,426 x 45 min = 1,348,820 DCBS worker hours saved
- Non-MAGI Medicaid: 17,443 successful passive renewals since July 2017.  
17,443 x 45 min = 13,082 DCBS worker hours saved

*Enrollments Management:* Empowering citizens and creating an end to end health insurance management platform

- Since March 2018, IEES has enabled capitation payments of ~1.2 billion dollars to Managed Care Organizations

*State Data Hub:* The Asset Verification System (AVS) has dramatically improved accuracy of income data available to eligibility workers

- Implemented real time and yearly verification for citizen's asset data related to their property, bank accounts, employment incomes, insurance information preventing fraudulent reporting by citizens and issuing accurate benefits to them
- Since August 2017 verification checks have been done for close to 100,000 citizens, this eliminated the manual verification process by case workers and increased application processing speed

*CCAP:* Integrating CCAP into IEES

- Child Care data being incorporated into benefind with SNAP and TANF data has enabled the Cabinet to more easily detect fraud and confirm appropriate eligibility for 9,193 cases and closure of 1,000+ incorrect child care cases
- 19,024 cases successfully converted over from the legacy system without disruption in benefits for working families
- 3,810 New Child Care Applications processed in October 2017, the first month after go live, over 7x greater than the average of 500 prior to benefind
- Savings of \$8 million/year by not renewing the Child Care Council contract to the Commonwealth – that is, this work was merely absorbed by DCBS staff through efficiency savings

Kentucky's IEES is cutting edge technology that has solved significant problems for the Commonwealth including long wait times for citizens, mandatory overtime for workers, and an eligibility system that was not efficient.