

Appendix E – Site Visit Interview Protocols

**Colorado Eligibility Modernization Project
County Office Site Visit Agenda**

Activity	Estimated Time/ Staff Needed
<p>Conduct “entrance” interview with office manager(s).</p> <p>Discussions will include:</p> <ul style="list-style-type: none"> • Medicaid program staffing methods and staffing levels • Description of service delivery model/ key partners/ client and county demographics • High-level description of process flow • Program performance and data (caseload, timeliness, quality assurance, etc.) • Office innovations <p>Please provide the following documents:</p> <ul style="list-style-type: none"> • Relevant organizational charts or personnel lists for all positions involved in Medicaid eligibility • Reports used for workload and performance monitoring • Reports providing performance or compliance information such as case reviews, time lines, etc. • Innovations documentation 	<p>1 hour</p> <p>Office director/administrator, deputy, business manager (invitees at office director’s discretion)</p>
<p>Conduct office walk-through</p>	<p>30 minutes</p>

Concurrent Activities

Activity	Estimated Time/ Staff Needed	Activity	Estimated Time/ Staff Needed
<p>Conduct supervisor interviews. Discussions will include:</p> <ul style="list-style-type: none"> • Description of Medicaid eligibility work processes • Monitoring of workload and work processing (timeliness, quality, etc.) • Program performance • Office innovations and opportunities for improvement <p>Please provide the following documents:</p> <ul style="list-style-type: none"> • Reports used for workload and performance monitoring • Innovations documentation 	<p>2 hours</p> <p>All supervisors that have responsibility for Medicaid cases are preferred</p>	<p>Conduct group interview with administrative/support staff</p> <p>Discussion will include: Documentation of as-is process maps for Medicaid administrative functions that include:</p> <ul style="list-style-type: none"> • Intake • Case file creation • Maintenance • Appointment scheduling • Office innovations 	<p>1 hour</p> <p>Representative sample (2-3 individuals) of administrative staff who conduct Medicaid administrative functions (see bullets to the left)</p>
<p>Observe selected Medicaid processing activities (job shadowing)</p> <p>Note: Opportunities for observation of</p>	<p>2-3 hours (depending on time available)</p>	<p>Conduct group interview with Medicaid eligibility workers. This will include:</p>	<p>3-4 hours (depending on how the work is</p>

Activity	Estimated Time/ Staff Needed	Activity	Estimated Time/ Staff Needed
Medicaid processing activities will be discussed prior to the site visit to accommodate staff scheduling		<ul style="list-style-type: none"> • Documentation of as-is process maps for application • Redetermination • Case maintenance/changes • Estimated time per activity • Program performance information • Best practice documentation <p>Note: The number of groups needed in your office will be discussed prior to the site visit to accommodate staff scheduling</p>	<p>organized in the office)</p> <p>Representative sample (three or more) of eligibility workers who conduct Medicaid applications, redeterminations, and case maintenance</p>

Activity	Estimated Time/ Staff Needed
Conduct an “exit” conference with office managers (if requested)	<p>30 minutes</p> <p>Office director/administrator and others invited at discretion of the director</p>

**Colorado Eligibility Modernization Project
Interview Guide for County Office Managers**

County:

Date of Visit:

Interview Participants:

PK Interviewer(s):

Q#	Interview Questions	Response
A. Office Overview		
A.1	What role does your office play in the Medicaid eligibility process?	
A.2	Who is your governing body? To whom do you report?	
A.3	Have there been any notable changes in the organizational structure (staffing) or business processes in the last year?	
A.4	What role does your office play in Medicaid administrative activities such as quality assurance, training eligibility workers, policy implementation, etc.?	
A.5	What are your minimum qualifications for eligibility technicians (and others involved in Medicaid eligibility)? What is the pay range? How difficult is it to recruit staff?	
A.6	Do you interact with any community partners as part of the Medicaid eligibility determination process? If so, who?	
A.7	Are any Medicaid eligibility services contracted? If so, which ones? What are the strengths and weakness of contract services?	
A.8	If you have more than one county service delivery office for Medicaid, is the service delivery model the same between field offices?	
B. Workloads		
B.1	How do managers and supervisors monitor current workloads and work backlogs? Identify any key factors they look at and reports they may use. Request copies if applicable.	
B.2	What are the chief factors that affect Medicaid workloads (aside from the number of cases)?	
B.3	How has the implementation of CBMS affected your business processes for Medicaid?	
B.4	Do you have any suggestions for information that would help better monitor workloads?	
C. Program Performance		
C.1	Have performance outcomes been developed for Medicaid eligibility? If so, what are they?	
C.2	What are the key elements of performance that management monitors? What do you report to your governing body? Note any successes, areas that need improvement, or barriers to success.	

C.3	What are the key elements of performance that supervisors monitor?	
C.4	Are Medicaid cases reviews performed by supervisors?	
C.5	Note significant observations made about the strengths or weaknesses of the performance information that is currently available to them.	
D. Office Innovations		
Explain our interest in “office innovations.” Emphasize that we are looking for aspects of operations that may not be common statewide or nationally that offer promise of significantly improving either program efficiency or effectiveness.		
D.1	Are there any practices in place here that should be considered for dissemination to other parts of the state?	
D.2	Are there any notable process improvements that you are currently considering for Medicaid eligibility?	
D.3	What is the biggest challenge you face in administration of the Medicaid eligibility program? Where do you see the biggest opportunity for efficiencies?	
D.4	What sorts of issues would you elevate to HCPF? Are you receiving the support you need?	
D.5	Office innovation ideas gained from this interview?	
E. Other Observations from Office Walk-Through		
E.1	Identify notable observations you may have about barriers that could impede the efficiency of the operations in this office (i.e. physical space limitations, computer system limitations, training limitations, etc).	

**Colorado Eligibility Modernization Project
Interview Guide for Supervisors**

County:

Date of Visit:

Interview Participants:

Interviewer(s):

Q#	Interview Questions	Response
A. Eligibility Processes		
A.1	Our interview is focused on Medicaid eligibility, but what programs are administered in this office? About what percentage of your time do you spend on Medicaid?	
A.2	What types of staff are involved in Medicaid eligibility?	
A.3	What are the eligibility technicians' primary job responsibilities?	
A.4	Are there specialties within Medicaid?	
A.5	Are there administrative support staff in your units that are involved in Medicaid eligibility?	
A.6	Describe the general functions of the support staff.	
A.7	Have there been any recent or planned changes to the organizational structure or eligibility processes?	
A.8	What are the strengths and weakness of the current Medicaid eligibility process in your office?	
A.9	Are there problems with cases "bouncing" between county offices or other entities involved in Medicaid eligibility? Are there issues getting the case documentation to the "right place" (if so explain).	
A.10	How is CBMS working?	
A.11	Do you interact at all with providers? If so, what types of service so you provide?	
B. Workload		
B.1	What is the average span of control for supervisors in this office? Document the numbers for each supervisor (refer to the organization chart).	
B.2	Understand and document any formulas the supervisors use to determine how much work (or how many cases) to assign to each worker. What is the average caseload size for Medicaid? Does this vary work units? If so, why?	
B.3	Are the current staffing levels sufficient to manage the work associated with Medicaid eligibility?	
B.4	What reports do you use to monitor workloads in your units? Obtain copies of workload reports.	
B.5	Do you have any suggestions for information that would help better monitor workloads?	
B.6	Is there any evidence of work backlogs developing (obtain documentary support, if so)?	

B.7	What do you consider to be the key drivers of workload for Medicaid eligibility (aside from just the number of cases)?	
B.8	Are there any components of the workload associated with Medicaid eligibility that could be reduced or eliminated without negatively affecting client service or program effectiveness?	
C. Program Performance		
C.1	How do you evaluate the effectiveness of your Medicaid eligibility processes? Note any successes, areas that need improvement, or barriers to success.	
C.2	Do you perform Medicaid case reviews? If so, please describe the process you use, including: <ul style="list-style-type: none"> ● Frequency of the reviews ● Number performed per month per worker ● Case selection (sampling) procedures ● Forms and instructions that may be used ● Any reports produced 	
C.3	Note significant observations made about the strengths or weaknesses of the performance information that is currently available to them.	
D. Office Innovations:		
Explain our interest in “office innovations.” Emphasize that we are looking for aspects of operations that may not be common statewide or nationally and that offer promise of significantly improving either program efficiency or effectiveness.		
D.1	Are there any practices in place here that should be considered for dissemination to other parts of the state?	
D.2	Are there any notable process improvements that you are currently considering for Medicaid eligibility?	
D.3	Summarize any “office innovations” ideas gained from this visit.	
E. Other Observations and Questions		
E.1	What information systems do you use in the Medicaid eligibility process? Are they used statewide? In other county offices of which you are aware? Developed at the county level?	
E.2	Identify notable observations supervisors or you may have about barriers that could impede the efficiency of the operations in this office i.e., (physical space limitations, computer systems limitations, training limitations, etc).	