Administrative Simplification With CAQH at Highmark

Presented by:
Derek Flickinger & Conrad Lehman
About Us...

- Highmark provides millions of people with the security of quality health insurance.
- Our history of helping families and companies with their health insurance needs dates to the 1930s, when our predecessor companies were established to help Pennsylvania's residents pay for health care.
About Us (cont.)...

- Highmark was created in 1996 by the consolidation of two Pennsylvania licensees of the Blue Cross and Blue Shield Association — Pennsylvania Blue Shield (now Highmark Blue Shield) and Blue Cross of Western Pennsylvania (now Highmark Blue Cross Blue Shield). We are now one of the largest health insurers in the United States.
About Us (cont.)...

• Highmark Companies
  – Highmark BlueCross BlueShield
  – Highmark BlueShield
  – Mountain State BlueCross BlueShield
  – Keystone Health Plan West
  – Highmark Health Insurance Company
  – Highmark Senior Resources

  – Health
    • Gateway Health Plan*
    • Industrial Medicine Consultants*

  – Dental
    • United Concordia*

  – Vision
    • Davis Vision*
    • Eye Care Centers of America*
    • Viva*

  – Health Related Insurance
    • Highmark Insurance Group*
    • Highmark Medicare Services*
About Us (cont.)...

- **Network Size**
  - 66,144 Professionals
  - 1,937 Facilities

- **Work Load**
  - 10,000 provider maintenance updates per month
  - 7,360 initial credentialing applications (2009)
  - 11,012 re-credentialing applications (2009)
Where We Were...

- Credentialing Application Types
  - Provider Portal (Recred Only)
  - Paper (Initial and Recred)
- Incomplete Applications led to additional development time
- Labor and paper intensive process
- Misplaced documentation
- Initial Cases required manual data entry and staff to answer the phones
- Overall case completion time was above desired levels
Where We Were (cont.)...

- Provider frustration/dissatisfaction
- Low BCBSA Provider Data Quality Scores
- Increased Administrative Costs
- Continued use of Paper credentialing applications prohibited automation that would allow for operational efficiencies to be realized
## Objectives...

<table>
<thead>
<tr>
<th>SCORECARD</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Savings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reduce FTE Staff</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>- Reduce Temporary Staff</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>- Reduce Paper Usage</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>- Reduce Mailing Costs</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Increase Productivity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Increase Throughput</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Decrease Processing Times</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improve Quality of Updates</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reduce Number of Misplaced</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Documents</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td><strong>Improve Quality Scores</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase Provider Satisfaction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scores</td>
<td>✔️</td>
<td></td>
</tr>
</tbody>
</table>
Outcome...

Cost Savings – Reduction of 3.2% in budget including:
- Elimination of 4.5 FTES
- Paper and printing costs

Increased Productivity
- Maintenance: 13% increase in productivity
- Initial Credentialing: 24% increase in productivity
- Re-credentialing: 10% increase in productivity
Decreased turnaround time

- Initial credentialing decreased by 25.6 days (2008 compared to January - June 2010)
- Re-credentialing decreased by 28.6 days (2008 compared to January - June 2010)
- Maintenance decreased 3.1 days (2009 compared to July 2010)
Outcome (cont.)...

Improved Quality of Updates
  • Maintenance improved 4%
  • Credentialing improved 2%
Improved provider satisfaction (2008 compared to 2009)
  • Increased score by 18 points on ease of credentialing process
  • Increased score by 5 points on ease of maintenance process
How We Did It...

• Phased Approach to utilize CAQH...
  
  – Pilot
    • July 2007-Oct 2007
  
  – Phase I
    • Jan 2008-April 2008
  
  – Phase II
    • April 2008 – Jan 2009
  
  – Phase III
    • Nov 2008 – June 2009
Pilot:

- Credentialed new providers in selected large groups that were already utilizing CAQH
- Manually added providers to roster utilizing CAQH user interface
- Used printed replica CAQH applications during credentialing process
Pilot – Challenges...

- Length of application
- Number of data elements not utilized in Highmark credentialing process
- Could not use manual roster process as long term solution
Phase I...

• Targeted existing CAQH users
• Manually transmitted file to CAQH to obtain CAQH IDs and to add providers to Highmark’s Roster
• Automated CAQH ID Load to provider database
Phase I – Challenges...

- General unfamiliarity with CAQH Replication Application
- Cumbersome process to manually roster and enter CAQH ID into Highmark’s system for initials
Phase II...

- Systematic Request CAQH ID and Rostering of Providers being credentialed in the next 3 months
- CAQH Database Replication and Automatic Population
- CAQH Viewer
- Automatic updates to credentialing system
  - Processing state
  - Attestation Date
  - Image replica App
CAQH Viewer – Attestation Profile

CAQH Practitioner Attestation Profile

Personal Info and Professional IDs

Name: Rogers, Fred B
Type: DO
Attest Date: 07/03/2010
Birth Date: 02/26/1946
Hospital Based: No
Languages: English

Highmark ID: 000430222
CAQH ID: 5431600
Attest ID: 11660556
Gender: Male
Other Names: No

Professional IDs and Other ID Numbers

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>State</th>
<th>Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPI</td>
<td>2358697409</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSN</td>
<td>123456789</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPIN</td>
<td>B1234E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicare</td>
<td>R0430222</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEA</td>
<td>BS1234567</td>
<td>PA</td>
<td>03/29/2012</td>
</tr>
<tr>
<td>License</td>
<td>OS001234L</td>
<td></td>
<td>10/31/2010</td>
</tr>
</tbody>
</table>

Education and Training

<table>
<thead>
<tr>
<th>Name</th>
<th>Address City, State Zip</th>
<th>Start/Stop</th>
<th>Institution Type</th>
<th>Department / Specialty</th>
<th>Degree Awarded</th>
<th>Education / Training Completed at this Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temple University</td>
<td>North Broad St, Philadelphia, PA 19140</td>
<td>08/01/1976 06/01/1980</td>
<td>Graduate School</td>
<td>MBA</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Philadelphia College of Osteopathic Medicine</td>
<td>4170 City Avenue Philadelphia, PA 18131</td>
<td>08/01/1982 06/01/1986</td>
<td>Medical School</td>
<td>DO</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>PinnacleHealth at Comm Hosp</td>
<td>4300 Londonderry Road Harrisburg, PA 17110</td>
<td>07/01/1986 06/01/1988</td>
<td>Internship/Residency</td>
<td>Family Practice</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Lebanon Valley College</td>
<td>Annville, PA 17003</td>
<td></td>
<td>Undergraduate School</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19
Phase II – Challenges...

- **Data Mapping**
  - From:
    - CAQH Replica Application
    - West Virginia State Mandated Application
    - Ohio State Mandated Application
  - To:
    - CAQH Replica Database

- **Re-attestation without Data Changes**
  - CAQH Replica Application and supporting attestation data not transmitted

- **Inventory Volumes**
  - Quick turn-around times on receipt of applications causes spike in inventory
Phase II – Challenges (cont.)...

- Ability to view Highmark Systems, view CAQH Viewer and perform primary source verifications on one monitor
Phase III...

- CAQH Portal
- Creation of shell provider in provider database
- Creation of initial credentialing case in credentialing system
- Automatic rostering of new provider
- Automatic load of newly assigned CAQH id in provider database
- Systematic load of selected data to provider database
Phase III (cont.)...

- Paperless initiative
  - Dual Monitors
  - Paper imaged to work queues
  - Desktop in-bound/out-bound faxing
  - Development Letters (with attachments) sent automatically via e-mail or fax with a copy going to image for audit
Initial Provider Credentialing Request - Personal Information

Instructions: Complete the section below and the address section on the following screen. Once you begin your request, you must complete it in one session as you will not be able to save it and complete at a later time. Once you submit an Initial Provider Credentialing Request, you will not be able to change and re-submit. Fill in all applicable fields and review your data for accuracy. After completing this section, click Next to enter address information.

Name: Rogers, Fred
National Provider ID: 233987409
Date of Birth: 02/15/1949
Preceptor Type: Medical Doctor
Primary Specialty: Internal Medicine
Secondary Specialty: Specialist
Credentialed Contact Email Address: healing_hands@doctorsoffice.com

Next
Initial Provider Credentialing Request - Primary Practice Location & Credentialing Address Information

Instructions: Complete the section below. Once you begin your request, you must complete it in one session as you will not be able to save it and complete at a later time. Once you submit an Initial Provider Credentialing Request, you will not be able to change and re-submit. Fill in all applicable fields and review your data for accuracy. After completing this section, click Submit to submit your initial credentialing request. Your request will be submitted electronically and you will receive a confirmation message.

Practitioner: Rogers, Fred
Credentialing Contact Email Address: healing_hands@doctorsoffice.com
Degree: MD
Date of Birth: 02/15/1946
National Provider ID: 2358697409
Social Security Number:
Highmark ID: CAQH ID:
Practitioner Type: Medical Doctor
Primary Specialty/Role: Internal Medicine /Specialist

Primary Practice Location Address

Building/Location
Street: 1500 Center Street
Suite/Room: Take Care Clinic
City/State/Zip/Ext: Camp Hill, PA 17011-0001

Credentialing Mailing Address: Check here if Credentialing Mailing Address is same as Primary Practice Location

Building/Location
Street: PO Box 890009
Suite/Room:
City/State/Zip/Ext: Camp Hill, PA 17022-0000
Phone Number: 717-302-0000, Ext. 5555

Submit
Initial Provider Credentialing Request – Confirmation

Instructions: Your Initial Provider Credentialing Request has been received. You may print this confirmation page for your records. Please allow 10 business days for your request to be processed. An email with additional information and instructions will be sent to the Credentialing Contact Email address supplied on your request. This email may include additional documents which must be completed and returned to complete your Credentialing Application. (In certain instances, this communication may be sent via postal mail to the Credentialing Mailing Address supplied on your request instead of via email.)

Practitioner: Rogers, Fred B
Credentialing Contact Email Address: healing_hands@doctoroffice.com
Degree: MD
Date of Birth: 02/15/1946
National Provider ID: 2358697409
Social Security Number: 
Highmark ID: CAQH ID: 
Practitioner Type: Medical Doctor Primary Specialty/Role: Internal Medicine /Specialist

Primary Practice Location Address
1000 Center Street, Take Care Clinic, Camp Hill, PA 17019-0001

Credentialing Mailing Address
PO Box 890089, Camp Hill, PA 17089-0000 717-302-0000 

26
Dear Fred B Rogers II, MD

Thank you for requesting information on Highmark's credentialed networks. Highmark continually seeks ways to make its network credentialing process easier for physicians and allied health care providers. As part of these efforts Highmark implemented a standardized national online credentialing system that further streamlines the credentialing process. Please visit www.caqh.org and login to the Universal Credentialing Data Source® using CAQH ID 12092566 to complete and/or review and attest to your CAQH Application. Be sure to add Highmark as an authorized plan, or grant global authorization.

Additional documentation is required in order to complete Highmark credentialing. Listed below are links to the forms necessary to complete this process. Please fax the requested information to: 1-800-236-8641, or mail to:

Provider Information Management
P.O. Box 898842
Camp Hill, PA 17089-8842

Highmark Mid-Level Practitioner Agreement (FEP)


PremierBlue Shield Preferred Provider Agreement (PCP)

Phase III – Challenges...

- Manual intervention needed for providers requesting a CAQH ID but already in the provider database
- Inconsistent data format / quality of data being used for systematic load of data into provider database
- Highmark required data elements not required on UPD applications
- Unfamiliarity with new software
- Re-training entire staff
- Adjusting to new concept of paperless
System Overview...

Corporate Provider Repository (CPR)

Cred Module

HC3 Web App (with CAQH Viewer)

Provider Portal

Update CAQH ID

Update Case Info

Add New Provider and Cred Case

Image System

CAQH Local Copy

Corporate Provider Repository (CPR)

Cred Specialist

Highmark Systems

CAQH - UPD

Roster Add/Delete

ASCII Data Files/Images

Update App and Attest

Initial Signup

Email – CAQH ID

Provider Office
Technologies Leveraged...

- IBM Websphere App Server
- IBM Rational Developer
- DB2 (database)
- IBM Content Manager
- Oracle Istream (Calligo)
- Biscom FAXCOM Fax Server
What’s Next...

- Adjustments to recred cycle
- Fully transition to CAQH
- Data Integration: feed to provider database
- Enhance CAQH Portal to accommodate providers already in the provider database
- Expand CAQH Portal to providers located within the Mtn State service area
??? QUESTIONS ???