Cincom Delivers Scalable Document Solution to Support Molina Healthcare's Managed Care Growth

Enterprise service layer allows Molina Healthcare to leverage Cincom Eloquence® across the organization

Molina Healthcare, Inc.

Molina Healthcare, a Fortune 500 company based in Long Beach, CA, provides for the delivery of healthcare services to recipients of Medicaid, Medicare and other government-funded programs. With operations in 17 states and one U.S. territory, including health plans in 11 of those states, Molina Healthcare's Managed Care Organization (MCO) currently serves over 2.2 million members. The revenue from its health-plan operations represented nearly 97 percent of the company's total 2013 revenue of $6.6 billion. Its other business segments are Molina Medicaid Systems (MMS), which runs the information management systems for state healthcare entitlement programs in Idaho, Louisiana, Maine, New Jersey, West Virginia and the U.S. Virgin Islands, and Molina Medical Clinics (Direct Delivery), which provides healthcare services through primary care clinics in California, Florida, New Mexico, Virginia and Washington.

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– Yogesh Patil, Molina

Size:
- 2.2 million members
- 192,000 communications produced annually with Cincom Eloquence
- $6.6 billion in revenues

Employees:
- 8,900+ employees
- 300+ Cincom Eloquence users

Impacts:
- Average template development time reduced from days to hours
- 200 active letter templates
- Support for multiple foreign languages

Integrations:
- TriZetto® QNXT™
- Microsoft® SQL Server®
- IBM® WebSphere® Application Server
- Microsoft SharePoint®
- Health PAS
- Microsoft Exchange
- IBM FileNet®

Applications:
- Appeals and Grievances
- Approvals and Denials
- Member Services
- Claims Encounters
- Mailroom

Growth in Managed Care and Molina Healthcare

Medicaid managed healthcare has grown dramatically over the past decade as states attempt to reduce costs while simultaneously improving care quality and outcomes. In 2002, 57 percent of all Medicaid beneficiaries were enrolled in a managed care plan; in 2014, over three-quarters of Medicaid enrollees are part of a managed care health plan[1]. Similarly, Medicare Advantage, the Centers for Medicare & Medicaid Services' (CMS's) private insurer option for the over-65 population, has increased substantially, now representing 30 percent of Medicare enrollees up from just 13 percent in 2004[2].
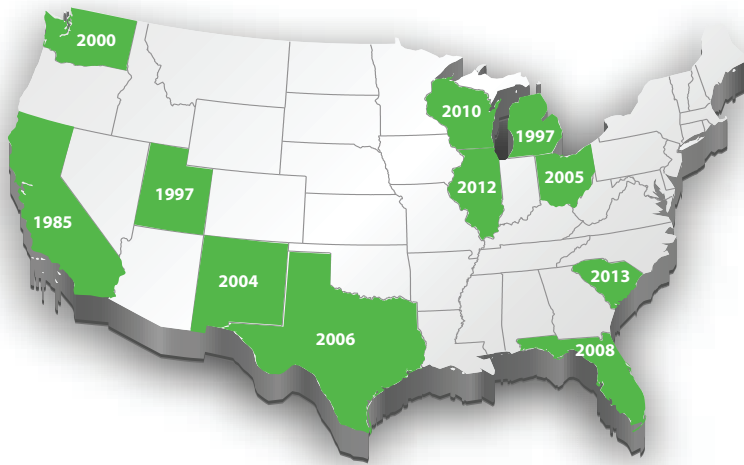
Molina Healthcare has responded to this growth by expanding its managed care enrollee numbers through organic growth within its existing base of health plans as well as through acquisition of plan contracts in new states. Most recently, Molina Healthcare added Illinois and South Carolina to its roster of states in which it operates managed-care plans, and this growth is projected to continue, with revenues expected to top $9 billion in 2014, up from $6.6 billion in 2013—a projected 60 percent increase year over year.
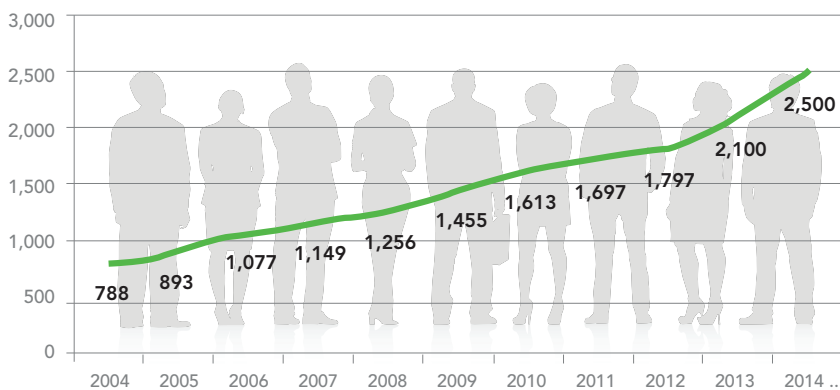
Cincom's Letter Generation Solution Keeps Pace with Molina Healthcare's Needs

According to Rohit Gupta, manager of information technology for Care Support Systems at Molina Healthcare, the company depends on its vendor partners to provide scalable, reliable solutions to support the operational demands of this growth. Gupta and his team function as the IT application development arm for the MCO business line, supporting credentialing, provider services and member services, among other departments. "Cincom has been a key partner for Molina in supporting our document-generation needs and helping us seamlessly add newly contracted health plans," says Gupta.

Cincom's Eloquence solution was implemented at Molina in 2006, replacing the organization's in-house legacy document generation system. An upgrade in 2012 allowed the managed-care organization to realize several new benefits, according to Gupta. "The goals of the update were threefold. First, we wanted to improve the performance of letter generation operations. Next, we wanted to take advantage of the advanced batch capability that Cincom enhanced in this version. Finally, we projected that the new version would generate a return on investment quickly by reducing resource requirements." Among the specific functionalities that the upgrade provided were enriched batch processing, the ability to create complex document packages and additional barcode and optical mark recognition (OMR) features.

"Cincom Eloquence has allowed us to create complex document templates that could not have been done before, and it's allowed us to handle our growing communication volumes with ease," according to Yogesh Patil, a technical lead at Molina. Dynamic data tables allow "if-then" logic to pull in the appropriate data elements to appear in a letter, cutting down on time-consuming and error-prone manual processing/keying. For instance, several different parties, including the member and multiple providers, may need to be copied on a particular letter. Cincom's Eloquence solution can generate the various letters, even changing formatting or fonts on versions—perhaps a larger font for the member and smaller font for the providers—through a single generation request.

Molina Healthcare – Membership (in thousands)

Year	Membership
2004	788
2005	893
2006	1,077
2007	1,149
2008	1,256
2009	1,455
2010	1,613
2011	1,697
2012	1,797
2013	2,100
2014 …	2,500

Documents Generated Annually

20x Increase

2013

2006

Letter generation volumes have soared at Molina in the eight years since Cincom was first implemented, growing 20 times over the period. "We are serving more and more people, and the volume of documents we are producing has increased substantially," says Gupta. "Cincom Eloquence has given us the capacity to meet requirements of this trajectory of rapid growth."

With exponential growth during the past three years, the Care Support Systems team has been able to support the various health plans and departments throughout Molina. Thanks to the intuitive design interface of Cincom Eloquence that provides multiple views for designing templates—a graphical, "drag-and-drop" view for logic and familiar Microsoft Word for content and formatting—turnaround times have moved from being measured in days to hours. According to Gupta, "The Care Support team is committed to servicing our internal customers with all of their document-related requests faster, and Cincom Eloquence has played an important part in helping us deliver on that."
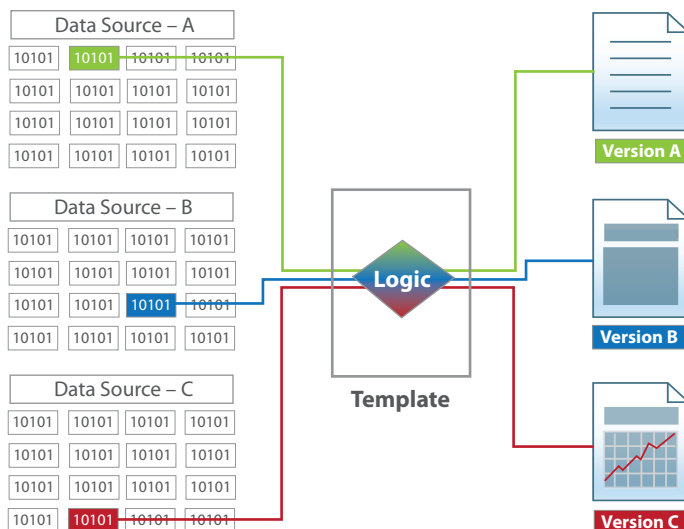
Multiple versions of a document are customized and generated from a single template as data from multiple sources combines with rules logic (built directly within the template) to trigger content inclusion/exclusion.

Cincom Eloquence has proven particularly useful in developing the letter templates required to meet Molina's growth. Gupta explains, "Cincom Eloquence's easy-to-use template design environment has helped our team author and deploy letter templates quickly and easily. It has reduced overall development and testing efforts with capabilities like 'preview mode' that lets authors see what a letter looks like directly within the design environment, and 'test packages' that enable testing of all scenario templates without impacting the production system."

Once templates are developed and stored within the central repository, Cincom Eloquence provides a comprehensive toolset for maintaining Molina's library of templates. As Gupta stated, "The ability to create universal, reusable components like logos, signatures, headers, footers and content paragraphs has helped us make changes across a large number of templates in less time—something that has been extremely helpful as we bring new health plans online."

Creating an Enterprise Service Layer

"One of the goals we have at Molina is to provide enterprise services that we make available to all departments in order to leverage Cincom Eloquence and other enterprise-wide applications," according to Nitin Gotmare, vice president, information services. The company has built a business service layer that resides beneath the user application interface. Gotmare explains, "We created a service-oriented architecture (SOA) service for document generation. Anybody within the enterprise can leverage and use that service without having to write or re-create their own logic." So while the Appeals and Grievances department has long used the Cincom application, other departments including Marketplace and Claims Encounters can now be exposed to this letter-generation functionality and easily utilize the service.

Molina has two modes of utilizing the Cincom solution. One group of users accesses Cincom Eloquence directly. "In this on-demand or interactive mode, users select a letter template, enter some data and, voilà, the letter gets generated," says Danny Ngo, the application architect in Molina's Care Support area. Cincom Eloquence makes generating letters easy for member-facing representatives by providing "point-and-click" access to a central repository containing templates built with pre-approved content components (e.g., language, logos and signatures), data-driven logic and pre-configured workflows that easily guide the assembly and generation of letters while interacting with members in real time. The other approach is a batch mode in which another core application interacts with Cincom Eloquence via web services. In this method, a letter request is submitted to Cincom Eloquence that, in turn, generates the letter to be sent out to the member, provider or other appropriate party.

At this point, Molina is utilizing Microsoft SharePoint to store documents generated by Cincom Eloquence, but it plans to start interfacing with IBM FileNet to establish an enterprise document management system. Cincom Eloquence's established integrations with IBM FileNet will provide the speed, flexibility and "peace of mind" that Molina needs to easily transition to a new document-storage solution. As Gupta points out, "The bottom line is, my team hardly spends any time on Cincom Eloquence. We just don't have any issues; it works."

State Health Plans: Differing Requirements and Workflows Demand Flexibility

Health plans' letter requirements vary substantially from state to state, according to Patil. "While the content of each type of letter is similar, the data we need to populate and the rules that we have for each letter differ considerably by state," he says. Each state has its own set of letter templates and components that are created at Molina's Long Beach, CA headquarters. When a new letter is needed, the health plan submits a business requirement document (BRD) that specifies the functionality, layout and data requirements for the document, as well as any security access restrictions. Patil estimates that there are over 200 active letter templates, including acknowledgement letters, compliance letters and resolution letters for the MCO business. In most cases, English and Spanish versions of each letter are available.

"Different state health plans have different needs to handle letter generation. States also have different needs around the letter templates. Cincom Eloquence is flexible and meets these needs very well," says Patil. "Eloquence also has the ability to integrate with different print and fulfillment systems, which is a big benefit."

Future Initiatives: a Partnership Approach

Molina plans to continue upgrading Cincom Eloquence in the future. "One of the major enticements in the latest release," says Ngo, "is the 'business instance' functionality that will allow us to centralize and optimize maintenance of the application while saving on infrastructure licensing costs." In addition, performance and functionality improvements in the new version "can even further streamline our operations," he adds.

And that ability to quickly ramp up for additional growth will be important for Molina over the next several years. "[The Health Insurance] Marketplace is one area that has already asked us to provide letter generation capabilities," says Gotmare. In addition, the Affordable Care Act (ACA) coverage expansion is causing Medicaid enrollment levels to swell, with CMS projecting that the number of Medicaid recipients will increase from 64.8 million in 2014 to over 77.9 million by 2021. Also, the company has been selected to participate in dual eligible demonstration projects in several states, including Michigan and Ohio, beginning in the second half of 2014. Finally, "Of course, new state health plans, whenever they come in, we have to be prepared for that," says Gotmare.

The trend toward a consumer-driven healthcare market in the U.S. has been ongoing for several years, but the rate of change is accelerating. Overall, changing consumer buying habits are helping to amplify health insurance's change from business-to-business (B2B) to business-to-consumer (B2C). According to Rick Hopfer, chief information officer, "Today prospective consumers and providers expect health insurers to duplicate the new sales and service experiences they have with other consumer-centric industries. At Molina, we understand that communications play a key role in meeting these changing demands."

And Molina Healthcare is confident that its partnership with Cincom can help address future needs. "We invite Cincom's product team to our strategic meetings so that we can collaborate and allow them to share their roadmap with us," says, Rick Hopfer, chief information officer. "By understanding each other's business plans, we can implement the roadmap in a more transparent way and ultimately help our business meet its goals. Cincom Eloquence has been a major contributor in helping us grow our business by exceeding the expectations of our members and providers through better communications."

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[1] www.medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Data-and-Systems/Downloads/2011-Medicaid-MC-Enrollment-Report.pdf

[2] http://kff.org/medicare/fact-sheet/medicare-advantage-fact-sheet/