

# CIGNA Medicare

# Incentive Contracting Success Drivers

## Funding Flexibility

- The funding flexibility provisions of the Incentive Contracting pilot allowed contractors to address short-term performance issues through reallocation of staffing.
- This approach maximizes performance across the enterprise, with management being empowered to make a “best value” decision with respect to resource utilization.

# Incentive Contracting Success Drivers

## Funding Flexibility

- From a CIGNA perspective, this flexibility was utilized during FY 2003 to achieve performance level in our Inquiries functions.
- To overcome a short-term staffing shortage, we reallocated Claims and Appeals staff to Inquiries while we trained newly hired CSRs.
- This action resulted in an overrun to our Inquiries NOBA, but allowed us to meet minimum performance standards while addressing the long-term staffing situation.

# Incentive Contracting Success Drivers

## Performance Oversight

- The Incentive Contract required the contractors to develop performance oversight mechanisms to monitor performance against new performance metrics.
- The development of a “PBC Scorecard” allowed contractor management to monitor performance throughout the evaluation period, and to provide CMS staff with key performance information.

# Incentive Contracting Success Drivers

## Performance Oversight

- These performance assessments were also utilized to provide employees with continuous feedback regarding contract performance.
- The PBC Scorecard was displayed prominently in our offices to highlight performance against each metric goal and to drive employee focus on this key business initiative.

# Incentive Contracting Success Drivers

## Performance Oversight

- The three pilot contractors also developed new tools such as the Quality Written Correspondence Monitoring (QWCM) to monitor the accuracy of written inquiries.
- This tool is being considered by CMS for use across all contractors beginning in 2005.