

# **CONTINUOUS QUALITY IMPROVEMENT GOALS**

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**2006 and 2007**

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# CONTINUOUS QUALITY IMPROVEMENT GOALS

2006



# **1. Viva/Davis Vision Provider Partnership Program**

## *Affected Population*

Davis Vision participating providers.

## *Goal*

To increase provider satisfaction and web ordering while stimulating Viva frames sales among participating providers.

## *Measure*

Track number of providers enrolled at each participation level as well as the number and percentage of providers attaining maximum incentive at each participation level and total incentive amount paid.

## *Time Period*

February 1, 2006 through December 31, 2006  
Ongoing reporting.

## *Result*

COMPLETED

## **2. Develop Universal Frames Data Catalogue within CompuVision™ Order Entry System**

### *Affected Population*

Davis Vision participating providers and staff.

### *Goal*

To enhance data collection and reporting of all frame usage to better identify industry trends.

### *Measure*

Successful implementation of the catalogue. Develop baseline measures for subsequent quality improvement activities.

### *Time Period*

January 1, 2006 through October 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

### **3. Develop Universal Contact Lens Catalogue within CompuVision™ Order Entry System**

#### *Affected Population*

Davis Vision participating providers and staff.

#### *Goal*

To enhance data collection and reporting of all contact lens usage to better identify industry trends and improved adherence to formulary.

#### *Measure*

Successful implementation of the catalogue. Develop baseline measures for subsequent quality improvement activities.

#### *Time Period*

January 1, 2006 through October 31, 2006  
Ongoing reporting.

#### *Result*

COMPLETED

## **4. Enhance Fashion Frame Collection**

### *Affected Population*

Davis Vision members enrolled in entry-level material benefit programs and medical assistance plans.

### *Goal*

To expand and enhance style and selection of frames in Fashion level collection to better service accounts/members purchasing from within entry level plans.

### *Measure*

Expansion of the Fashion Collection to represent thirty percent (30%) of the total frame collection.

### *Time Period*

January 1, 2006 through December 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **5. Introduce Viva/Davis Vision Private Brands to the Tower Collection**

### *Affected Population*

All Davis Vision members and participating (dispensing) providers.

### *Goal*

To improve upon the quality of private label frame offerings and increase quantity and visibility of Viva product within the Tower Collection.

### *Measure*

Introduction of initial private label brands within the Fashion and Designer frame collections.

### *Time Period*

January 1, 2006 through September 30, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **6. Implement Claims Imaging System Utilizing MACCESS**

### *Affected Population*

Davis Vision claims processors, mailroom clerks and quality review staff.

### *Goal*

Increase ability to manage and report claims workflows and performance results while decreasing administrative costs.

### *Measure*

Successful implementation of the claims imaging system resulting in elimination of storage of paper claims and maintenance of automated inventory of all in-process claims with no increase to claims cost.

### *Time Period*

January 1, 2006 through October 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED



## **7. Implement Utilization Review (UR)/Utilization Management (UM) System Utilizing MACCESS**

### *Affected Population*

Davis Vision quality assurance (QA) and utilization management (UM) associates.  
Davis Vision members and providers requesting prior approval for medically necessary or other exceptional services.

Davis Vision clients that delegate and conduct oversight of UM functions.

### *Goal*

To provide framework for consistent, timely processing of UR/UM letters, denials, appeals and related activities as required.

### *Measure*

Successful implementation of the UR/UM system with automation of communications with at least ninety-eight percent (98%) compliance with regulatory protocols.

### *Time Period*

January 1, 2006 through October 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **8. Convert Strategic Network Providers to Electronic Claims Submission and Processing**

### *Affected Population*

Davis Vision claims processors and strategic network providers' staff.

### *Goal*

To increase claims processing accuracy and reduce turnaround time and administrative costs.

### *Measure*

Track number and percentage of claims submitted electronically. Increase the percentage of claims submitted electronically by strategic network providers to eighty percent (80%).

### *Time Period*

January 1, 2006 through June 30, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **9. Revise Group Implementation Process**

### *Affected Population*

Davis Vision operational and administrative associates involved in the set-up and implementation of contracted client groups.

### *Goal*

To improve accuracy and timeliness of new group set-up within CompuVision™.

### *Measure*

Develop and implement new process for set-up on new client groups to achieve ninety percent (90%) of new group implementations complete at least ten (10) days prior to the new group effective date (subject to receipt of all necessary client generated documentation).

### *Time Period*

January 1, 2006 through August 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **10. Design and Implement Aspect Workforce Management Program**

### *Affected Population*

All Davis Vision call center associates and management.

### *Goal*

Improve labor optimization and coordination of associate schedules in support of expanded operating hours and seven (7) day a week operations.

### *Measure*

Reduction in overtime within the Call Center by five percent (5%) in the second-half of 2006 in comparison to the same period of time in 2005.

### *Time Period*

January 1, 2006 through June 30, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **11. NCQA Re-Certification in Credentialing**

### *Affected Population*

All Davis Vision clients, members, providers and associates.

### *Goal*

To maintain certification to enhance client confidence and encourage delegation of credentialing.

### *Measure*

Attainment of certificate of accreditation.

### *Time Period*

January 1, 2006 through July 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **12. URAC Healthcare Website Accreditation**

### *Affected Population*

All Davis Vision clients, members, providers and associates.

### *Goal*

To attain accreditation to achieve distinction within the marketplace.

### *Measure*

Attainment of certificate of accreditation.

### *Time Period*

January 1, 2006 through December 31, 2006 (pending scheduling by URAC)  
Ongoing reporting.

### *Result*

COMPLETED

### **13. Redesign Patient and Provider Satisfaction Survey Tools**

#### *Affected Population*

All Davis Vision members and participating providers.  
Davis Vision quality assurance staff.

#### *Goal*

To enhance validity and reliability of satisfaction measures.

#### *Measure*

Establish baselines for patient and provider satisfaction levels for ongoing comparison and analysis.

#### *Time Period*

January 1, 2006 through September 30, 2006  
Ongoing reporting.

#### *Result*

COMPLETED

## **14. Develop Diabetic Outreach Data Mart**

### *Affected Population*

Davis Vision members who have been identified and flagged as having been diagnosed with diabetes. Davis Vision managed care organization (MCO) clients who have been able to identify diabetic members within their covered populations.

### *Goal*

Enhance tracking, reporting and analysis of diabetic utilization to support enhanced wellness for the diabetic population and to provide information to study trends, identify the efficacy of interventions and the impact on HEDIS scoring.

### *Measure*

Utilization among diabetic population compared to the general population. A comparison of diabetic utilization among groups and benefit designs. Establish baseline measures for ongoing quality improvement initiatives.

### *Time Period*

January 1, 2006 through December 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED



## **15. Consolidate Laboratories and Services**

### *Affected Population*

Davis Vision members, providers and clients.

### *Goal*

Improve laboratory efficiency while reducing operating expenses.

### *Measure*

Average turnaround time and average cost per job per laboratory.

### *Time Period*

January 1, 2006 through December 31, 2006  
Ongoing reporting.

### *Result*

COMPLETED

## **16. Establish Anti-Reflective (AR) Coating Facility in Plainview Laboratory**

### *Affected Population*

Davis Vision clients, members, providers and associates.

### *Goal*

Reduce cost and turnaround time to produce high quality AR product.

### *Measure*

The number of AR orders processed and the number and percent of AR returns pre- and post-implementation of internal capability. Average turnaround time on AR orders pre- and post-implementation of internal capability.

### *Time Period*

January 1, 2006 through September 30, 2006  
Ongoing reporting.

### *Result*

COMPLETED

# CONTINUOUS QUALITY IMPROVEMENT GOALS

2007



# **1. Implementation of Auto Adjudication of Claims** **Utilizing MACCESS**

## *Affected Population*

Davis Vision clients, members, providers and associates.

## *Goal*

To support auto-adjudication of 50% of electronic claims to decrease need for additional staff to support claims volume growth.

## *Measure*

Track number of electronic claims processed through auto-adjudication.

## *Time Period*

January 1, 2007 through December 31, 2007  
Ongoing reporting.

## **2. Renovation of the Member Website**

### *Affected Population*

All Davis Vision members and Member Services Representatives.

### *Goal*

Improve ease of navigation to continue to reduce phone calls and allow self-service by the member.

### *Measure*

Evaluate number of website hits during 2007 as compared to same period during 2006.

Evaluate number of member calls to call center during 2007 as compared to same period during 2006.

### *Time Period*

January 1, 2007 through December 31, 2007.

Ongoing reporting.

### **3. Develop Basic Direct On-Line Enrollment for Members to be Used Where Possible**

#### *Affected Population*

Davis Vision targeted clients, their members and enrollment staff.

#### *Goal*

Enable targeted groups to enroll members directly to reduce administrative costs for the client and improve data quality.

#### *Measure*

Number of members who enroll on-line as compared to total membership in the targeted groups.

#### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **4. Develop Process to E-Mail Members when Glasses are Shipped to the Provider**

### *Affected Population*

Davis Vision clients, members and participating providers.

### *Goal*

To obtain office e-mail addresses from employers for shipping notification allowing the member to contact the doctor to schedule dispense and fitting which will reduce turnaround time and phone calls.

### *Measure*

Number of members receiving e-mail notification of shipment of glasses to provider..

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **5. Implementation of New System for Processing Ancillary Medical Claims**

### *Affected Population*

All Davis Vision members utilizing services of ancillary providers, providers, clients, and claims staff.

### *Goal*

To process 90% of ancillary medical claims through new system to improve claim processing efficiency.

### *Measure*

Number of ancillary medical claims processed through the new system compared to total number of ancillary medical claims.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.



## **6. Survey Sample of Members with Access to Participating Providers Who Used Non-Participating Providers**

### *Affected Population*

Davis Vision members, participating providers, and clients.

### *Goal*

Develop program and benefit modification to reduce out-of-network benefit usage by identifying and analyzing reasons for usage of non-participating providers.

### *Measure*

Successful identification and analysis of reasons for usage of non-participating providers, and development of program and benefit modifications.

### *Time Period*

January 1, 2007 through September 30, 2007.  
Ongoing reporting.

## **7. Implement the National Practitioner Identifier (NPI) in Accordance with HIPAA Regulations**

### *Affected Population*

Davis Vision participating providers and staff.

### *Goal*

Collect and maintain all reported NPI#s from participating providers to be in compliance with CMS extension date of 5/23/2008. Target 70% by year-end to provide greater accuracy in communicating provider information.

### *Measure*

Number of participating retail providers reporting NPI #s compared to total number of participating retail providers.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **8. Integrate CAQH Universal Credentialing DataSource® into Credentialing Process**

### *Affected Population*

Davis Vision participating providers and staff.

### *Goal*

Utilize CAQH Universal Credentialing DataSource® for credentialing up to 75% of new participating providers simplifying application process.

### *Measure*

Number of providers credentialed using CAQH Universal Credentialing DataSource® compared to total population of providers credentialed.

### *Time Period*

January 1, 2007 through July 31, 2007.  
Ongoing reporting.

## **9. URAC Accreditation / Certification**

### *Affected Population*

All Davis Vision clients, members, providers and associates.

### *Goal*

To evaluate applicable URAC programs and pursue accreditation / certification.

### *Measure*

Attainment of certificate of accreditation.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **10. Relocate Las Vegas Laboratory**

### *Affected Population*

All Davis Vision clients, members, providers and associates..

### *Goal*

Successful relocation and full operation in new facility to allow installation of new equipment to increase efficiency.

### *Measure*

Relocated and fully operational Las Vegas Laboratory.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **11. Increase Participation by Ophthalmologists in Provider Network**

### *Affected Population*

All Davis Vision clients, members, and associates.

### *Goal*

Increase ophthalmology participation by 5% nationally to provide enhanced choice of practitioner type and practice setting.

### *Measure*

Number of participating ophthalmologists in 2007 compared to same period in 2006.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

## **12. Revise Group Implementation Process**

### *Affected Population*

All new Davis Vision clients and their enrolled members, all providers and associates.

### *Goal*

Implementation coordinators to facilitate timely set up of all newly contracted groups.

### *Measure*

Reduction in time needed to set up newly contracted groups in 2007 compared with those groups set up in 2006.

### *Time Period*

January 1, 2007 through December 31, 2007.  
Ongoing reporting.

### **13. Track Non-Plan Frame Usage Through CompuVision™ Order Entry System**

#### *Affected Population*

All Davis Vision clients, members, providers and associates.

#### *Goal*

Develop reports by manufacturer/style. Analyze results in conjunction with Viva to assist product development and identify trends in frame style usage.

#### *Measure*

Fully operational report and analysis process.

#### *Time Period*

January 1, 2007 through September 30, 2007.  
Ongoing reporting.