

APPENDIX 21

Military OneSource System Analysis Report

Background Information

On June 17, 2004 an onsite visit was made to the Ceridian office in Plymouth Meeting, Pennsylvania for the purpose of understanding the Military *OneSource* Program available to active military personnel. Military *OneSource* is a program administered by Ceridian to assist active military members and their families in locating resources and services to meet any needs they may identify. The primary role for Military *OneSource* is to provide education and options for potential resource supports.

The site visit included spending the day with Ronald White, Director for Military Program Management and Dan Lafferty, Clinical Supervisor for the program. Mr. White has an extensive background in social work as well as international experience related to information and referral supports. Mr. Lafferty is a licensed social worker with certification as an Employee Assistance Professional with military experience in the Air Force. Both have expert experience in the area of employee benefits.

In addition to providing services for the military, Ceridian serves over 10,000 organizations internationally, which translates to over 10 million employees. This Employee Assistance Program (EAP) benefit has been phased in to the various branches of the military over the past four years and is currently available to the Army, Marine Corps, Air Force and Navy. Mr. White estimates that 2.6 million individuals in the military have access to this benefit. Extensive and active marketing campaigns have been implemented to ensure awareness of the service as well as information about its use. Utilization data is tracked and sorted by service branch and reviewed to identify areas for further marketing opportunities for Ceridian.

During the visit, Ceridian personnel emphasize the company's commitment to meeting the needs of the population as it operates an extensive quality assurance program that is evident throughout the facility and through interviews with various personnel.

In an effort to build a collaborative relationship between Military *OneSource* and the project team, Carol Marsiglia led a discussion regarding the *mCare* Project. Juli Lausch prepared an extensive list of questions to be addressed throughout the tour and again at the end of the day. Deona Howard also attended the day. The discussion included an overall description of the project and phases for development of a model of care for children of military families who have life threatening conditions. In addition, use of community and military resources was emphasized to identify areas of potential interface between Ceridian services and needs of the population. Mr. White indicated a willingness to support the project through the use of Ceridian services. The role of the company as it relates to Military *OneSource* is that of referral and education. Therefore, it is important to note that accessing services identified by Ceridian is the responsibility of the military personnel seeking assistance and beyond the scope of service provided by Ceridian.

There are three Ceridian service centers in the United States that serve the military at home and abroad. These offices are located in Plymouth Meeting, PA, Minneapolis, MN and Miami, FL. The Plymouth Meeting and Minneapolis locations are described as mirror images of each other with Miami specializing in multilingual and multicultural services. All locations have access to a translation service.

Tour of Service Center

Information Technology and Telecommunications

Jo-Anne Mullen, Director and Jerry McDonnell, who are ultimately responsible for the overall security of the data system, presented an overview of the Information Technology and Telecommunications Center. A predictive algorithm is used to process calls to ensure efficiency in answering call volume. The time standard set to respond to a call is 20 seconds with no automated answering system used. The calls are answered by a trained triage specialist who then forwards the calls to the appropriate content specialist. There are over 200 phone numbers used to access the organization's services. International access is available and the organization accepts collect calls.

Mullen and McDonnell described an extensive disaster plan and reported that it is tested regularly. They stated that in the event of a disaster, all calls can be moved to an alternate center through "5 key strokes" and that this is a transparent process to the caller. As part of the disaster plan, a redundancy plan is in effect. All data is replicated at the Minneapolis center allowing consultants at other centers to access all data information necessary for business continuity, as well as storage of backup at an alternate location in Louisville, Kentucky. Backups occur multiple times throughout the day.

In addition to telephone based communications, the service is web based and operates on multiple servers that are reportedly able to handle extremely high volume loads with no evidence of performance problems. Utilization trends are reported to vary with the Army population, in that 70 % of requests are received via Internet with 30% via telephone. The other military branches are reported to be approximately 80% Internet with 20% telephone requests.

Mr. White indicates that they anticipate greater Army telephone usage over time, similar to other organizational patterns. Generally, utilization reporting is based on service type, location, and demographics such as military grade and family member using the service. Custom reports can be designed and provided upon request.

Fulfillment Center

The Fulfillment Center houses educational materials and publications that are provided to the Ceridian consultants to meet the needs of the individuals making information requests. Information distributed has been developed by or cited from experts in a particular content area. For military specific content, such as items that can be sent overseas, military personnel review the information. For more generic topics, such as coping with stress, only information validated by experts in the field is used. Some publications can be reproduced within the Fulfillment Center and some are purchased for distribution.

Service Delivery/ Research

Masters level consultants handle all calls for Military *OneSource* and the staff is configured into teams. Clinical Supervisors are responsible for Consultant Teams and are to be notified of all situations defined as significant. Examples of these would include such issues as domestic, child or elder abuse, as well as concerns that have legal implications. The Clinical Supervisor is then responsible to ensure that all actions and resources have been provided to the requestor to address the issue. In addition, the Clinical Supervisor is responsible for reviewing two cases per month for each Consultant on their team as a part of the quality assurance process for services.

Call information such as demographics and requests are documented in the Case Management System, which is a custom developed software system used by the Ceridian staff.

The software is an integrated system that communicates with scheduling for tracking purposes, reporting for utilization and communication with Fulfillment area as well as with other members of the service delivery team. During normal business hours, calls are triaged and assigned to Consultant Specialists or Consultant Generalists, dependant upon caller needs. During non-business hours, calls are handled by Consultant Generalists and assigned as necessary to specialists. Calls are accepted 24 hours per day, 7 days per week and 365 days per year. Consultant Specialists are available in the area of adoption, childcare, disability, education and international resources. All other topics are handled by Consultant Generalists. Consultants use an internal database of existing resource information or they send a request to a researcher for more specific information. The researcher also has access to an internal database of resources, as well as an Internet capability search. The researcher can utilize multiple strategies to access information requests. All information for contact is validated by the researcher prior to submission back to the consultant for distribution to the requester. For health specific information, researchers are expected to use web sites that are credible based on their URL including “edu”, “gov” or “org”.

The service center itself is a rather large area of individually divided workspaces separated by low level partitions, each equipped with a desk computer and telephone. The area is remarkably quiet despite the constant communication between requesters of information and Consultants. Each Consultant wears earphones and therefore no telephone tones are overheard in the work areas.

The service delivery system is currently in the process for accreditation by the Commission on Accreditation.

Quality Management

An emphasis on quality is evident throughout the organization as demonstrated by real time data and quality targets posted throughout the service center. These quality targets include answered calls, average hold time and calls abandoned. Goals that are below target are shown in red while on target goals are green. Diane Opere is a manager in Quality Services. She explained that user feedback is extremely important to the organization and is measured through various modes. There is an Interactive Voice Audit Survey and an online survey offered to all customers. The Interactive Voice Audit System allows the customer to answer survey questions in an anonymous way. The online survey is sent 1 week following intervention by Military *OneSource*. Overall return rates are reported at 25% for telephone audit and 28% electronically. Under certain circumstances, referral options are tagged “do not use” based on responses from consumers. Customer feedback reports are submitted to clinical supervisors on a monthly basis. Ceridian reports that they are currently working with the Military Research Center at Purdue relative to outcome measures. The company is currently attempting to demonstrate outcomes such as time saved and decreased stress in seeking resource information. Next generation outcome work will be geared toward measurement of military readiness and retention. Ceridian is reportedly considered a business associate as it relates to the Health Information Accountability and Portability Act (HIPAA).

Recommendations

- Incorporate use of Military *OneSource* Program in future program model to support access to military and community resources as well as general educational information on family related topics.

- Identify information topics that apply to children with life threatening conditions for inclusion in Military *OneSource* databases.
- Collaborate with Ceridian to incorporate publications that target the needs of children with life threatening conditions, specifically including CHI publications relating to palliative care.
- Identify additional resource linkages to Military *OneSource* that are specific to the *mCare* population.
- Offer training for Military *OneSource* Supervisors, Consultants (general and specialist) and researchers regarding *mCare* population.
- Consider reporting needs for *mCare* population and collaborate with Ceridian to submit reports for targeted population.
- Incorporate Health on the Net Code Guidelines related to the distribution of medical and health specific information to ensure credibility and quality.
- Identify any issues related to HIPAA regarding the distribution of resource or health information as it relates to model/program design.
- Educate families participating in *mCare* on the benefits of telephonic mode to promote comprehensive response to the needs request.
- Address the gap regarding accessing services as it relates to the education and resource information role of Military *OneSource* verses more intensive care coordination.
- Develop a means to measure outcomes related to the use of Ceridian services with the *mCare* population.