

# Optimized Delegation Oversight



The health plan division of a large, integrated care delivery system develops and manages government and employer programs to serve more than 400,000 members. This organization sought the help of Clearlink Partners in developing a more strategic approach for delegated oversight management.

As part of a larger six-month quality transformation project, Clearlink guided the plan's leadership to adopt a centralized model for delegation oversight. This model was designed to optimize processes and procedures, and improve regulatory, compliance, and accreditation requirements resulting in an enriched delegation oversight program.



## The Challenge

Before engaging with Clearlink, the well-known health plan operated on a decentralized enterprise governance model for managing the delegation oversight program. Within the health plan, delegation oversight lacked accountability for enforcing meaningful service-level agreements (SLAs), monitoring day-to-day vendor performance, completing timely audits, and filing quarterly and annual regulatory reporting. Due to the dispersed delegation oversight model, the health plan was significantly behind on quarterly and annual audits for vendors. The plan's delinquencies in workflows put it at unnecessary risk for regulatory and compliance submissions.

In addition to this disjointed approach, the plan lacked an accountable oversight process to effectively manage and escalate compliance, regulatory, and accreditation risks. The opportunity was to develop, implement, and train a centralized accountability unit for driving ongoing management of delegation oversight compliance. The initiatives for this new centralized team included refinement and adoption of clearly defined policies and procedures, optimized IT management for receiving vendor data consistently, timely auditing and reporting for vendors, and accountable oversight for all delegated vendor contracting.



## The Solution

Clearlink kicked off the project by conducting a comprehensive current state assessment of delegation oversight initiatives, with an in-depth review of the health plan's delegation oversight processes and vendors. Clearlink interviewed business leaders and reviewed pertinent documents and all vendor audits. Clearlink utilized this information to develop a comprehensive gap analysis with future state solutions and recommendations. The solutions and recommendations provided a successful roadmap for delegation oversight strategy.

Project management and staff augmentation were provided by Clearlink prior to these solutions and recommendations. Applying Clearlink's recommendation, a centralized business delegation oversight compliance unit was developed with new leadership and staff. Doing so allowed Clearlink to embark on a custom corrective action plan consisting of thoroughly examining vendor SLAs, transferring knowledge to applicable staff members, and increasing the overall quality of the delegation oversight program, among other activities. Clearlink also supervised and aided in completing delinquent delegation oversight audits and regulatory reporting. Clearlink further developed materials and trained the new business unit for delegation oversight.



## The Results

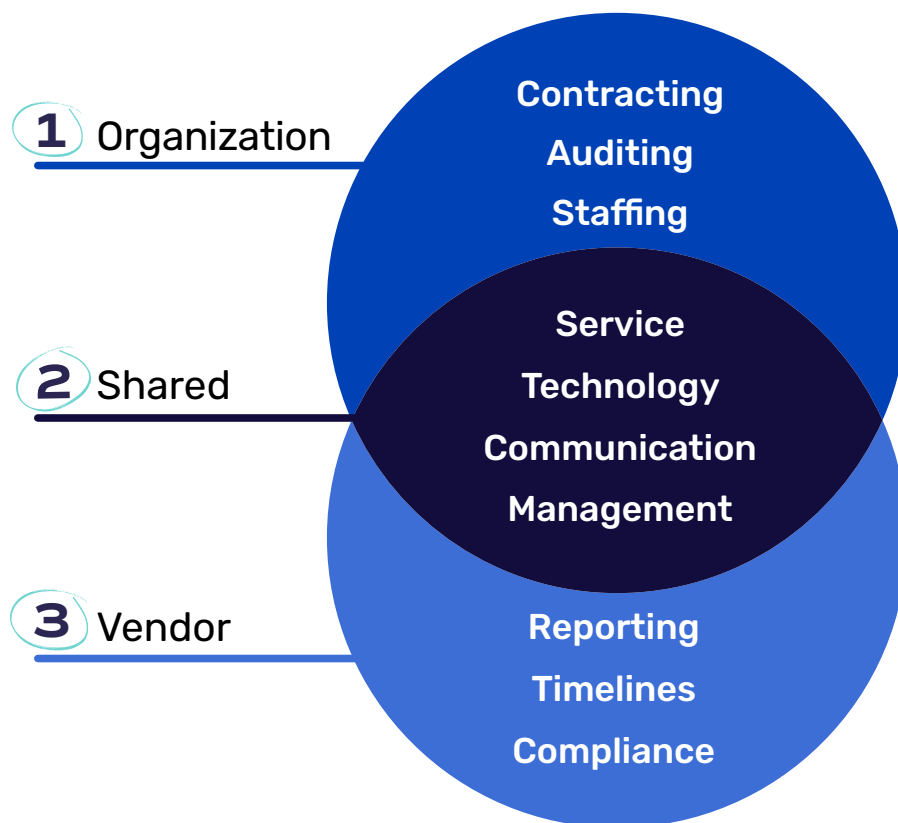
In addition to completing lagging audits and reporting for delegation oversight and compliance, Clearlink established an effective delegation oversight program that set a new standard for the health plan's internal teams. Clearlink's tailored, multifaceted solution, steered by advanced quantitative and qualitative data analytics, increased the efficiency, productivity, and quality of the health plan's vendor and contract management and created new pathways for continuous improvement. Recommendations and solutions included the creation and implementation of a vendor scorecard by which the health plan could rate vendor performance on a quarterly and yearly basis. The vendor scorecard best-practice application enabled the healthcare organization to become better equipped and demand a higher caliber of cost-effective services from its vendors.

### Key Services Provided

- **Current State Assessment**
- **Comprehensive Gap Analysis**
- **Corrective Action Planning**
- **Vendor Management**
- **Contract Management**
- **Future State Solutions & Recommendations**
- **Vendor Scorecard Creation**
- **Audit Tool Development**
- **Vendor Auditing**
- **Delegation Oversight Reporting & Support**
- **Knowledge Transfer**

Clearlink regularly advises healthcare organizations to employ an optimized methodology for successful delegation oversight and vendor management. In this approach, cost-effective, high-quality services are achieved. Services are best optimized when the client and vendor collaborate to create a strong partnership.

# Delegation of Responsibilities



## Contracting

Negotiate, contract, and enforce meaningful Service Level Agreements (SLAs) and set communication expectations

## Auditing

Perform quarterly and annual delegation oversight auditing and produce regulatory compliance reports

## Staffing

Lead with a centralized, well-trained team familiar with relevant industry standards

## Service

Maintain required service capabilities and consistently deliver timely, high-caliber reporting to ensure seamless delegation oversight

## Technology

Support technology systems to adjust and oversee delegated vendors and ensure internal audit timeliness

## Communication

Meet organization expectations and communicate service changes and optimizations

## Management

Monitor staffing, auditing, compliance, and performance and apply corrective actions as needed

## Reporting

Track and share qualitative and quantitative analytics and grant SFTP or portal access to enhance reporting

## Timeliness

Distribute data for quarterly and annual audits and reports in a timely manner to support effective health plan delegation oversight

## Compliance

Meet compliance requirements and ensure all corrective actions result in improved performance



# Want to bring clarity to your own clinical and operational management programs?

Get in touch with Clearlink today.



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## About Clearlink Partners

Clearlink Partners is an industry-leading independent clinical and operational consultancy specializing in total cost of care that provides optimized, end-to-end clinical and operational management programs for managed care organizations, health plans, providers, and health systems. Through expert insights, innovative processes, and comprehensive solutions, Clearlink helps healthcare companies improve enterprise-wide alignment and navigate a dynamic healthcare ecosystem.

## Managed Care Made Clear™

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1. [Health Plan Accreditation FAQs, National Committee for Quality Assurance](#)



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