Funding Caseload Change Communication Process

Introduction

National Seating & Mobility believes appropriate and timely communication is essential to the success of policy and procedural changes. Caseload changes in funding have significant impact to our clients, therapists, ATPs and branches. It is imperative that we have a detailed communication plan to follow when these changes occur. This policy outlines the minimum required communication timelines when a caseload change is required.

Guiding Principles

- To maintain relationships with our clients, referral sources and teams, we will limit changing of assignments unless there is a critical need.
- Multidisciplinary approach and involvement in discussion, planning and execution of assignment changes.
- Notification and continued communication of changes made to referral sources, therapists, facilities, and other external/internal customers to ensure a positive experience.
- To best support our Funding Specialist and ATP relationship, simplify and align assignments.

Best Practices

- Funding Leader, RAD and ATP, where appropriate, to discuss all changes prior to additional communication to allow brainstorming and planning.
- Consider like Payers and like referral sources in deciding on coverage versus adding a new Funding Specialist.
- Newly opened new equipment caseloads should immediately be supported by a Repair Funding Specialist that is transitioned to a new equipment caseload, or from an experienced Funding Specialist that has the available capacity.

Open Position Support Plan

- A Lead Funding Specialist will be assigned to the open caseload.
- The Lead Funding Specialist will train the incoming Funding Specialist on the assigned caseload.
    - Depending on the caseload size, during training, support may be required by other team members to keep it current.
- The Lead Funding Specialist will continue to support the caseload and mentor the new Funding Specialist until the new Funding Specialist is able to work independently.

Communication Plan

Changes required due to caseload balancing. This can occur due to an increase or decrease in incoming orders or a change required to accommodate a business need.

1. Funding Team Leader should complete the following:
    a. Notify the ATP, Branch Leader and RAD immediately, even if they were already made aware. Discuss the why, the timeline and the plan. Follow up with an email to all affected team members and branch teammates, including office hours, contact information, etc.
    b. Allow time for the outgoing Funding Specialist to hand off files, review work orders that are being transferred and go over processes with the new Funding Specialist prior to the transition date.
    c. Set up time to introduce the ATP and/or Branch Leader and new Funding Specialist and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls.
    d. If training is required, provide updates as we move through the training plan.
    e. Communicate the final, detailed plan with the team prior to the go-live date to include all information in step 1a.
    f. Communicate the detailed plan again on the go-live date to include all information in step 1a.
2. ATP, Funding Team Leader, the outgoing Funding Specialist and new Funding Specialist will work together to schedule time and an action plan to notify the referral sources, therapists, facilities, and other external customers.

Changes required due to a Funding Specialist leaving NSM with notice:

1. Funding Team Leader to notify the ATP, Branch Leader and RAD immediately, even if they were already made aware. Discuss the timeline and the plan for support and replacement. Follow up with an email to all affected team members and branch teammates, including office hours, contact information, etc.
2. Once a plan has been determined, Funding Team Leader to notify the ATP, Branch Leader and RAD.
    a. Schedule a call to discuss the plan with the team.
    b. Provide a summarized email post-call to the team including all information in step 1.
3. Funding Team Leader to provide weekly updates on the support plan and hiring process to the ATP, Branch Leader and RAD.
4. If there is a temporary plan with a Lead or other Funding member providing support to the caseload, the Funding Team Leader should complete the following.
    a. Allow time for the outgoing Funding Specialist hand off files and go over processes with the supporting team member prior to their final day.
    b. Exiting Funding Specialist to complete the Branch Coverage Detail worksheet for reference.
    c. Set up time to introduce the ATP and/or Branch Leader and supporting team member and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule the weekly Client Care Case Review calls. Ensure team is aware that this is temporary and talk through next steps together.
    d. Update the team weekly as you move through the interview process and provide updates on support plan.
    e. Update the team once a candidate has been identified.

f. Continue to update the team as we work through the hiring process, estimated start date and the training plan.
g. Allow time for supporting Funding Specialist to hand off files, review work orders that are being transferred and go over processes with the new Funding Specialist.
h. Set up time to introduce the ATP and/or Branch Leader and new Funding Specialist and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls.
i. Continue to provide updates as we move through the training plan.
j. Communicate the final, detailed plan with the team prior to the go-live date including all information in step 1.
k. Communicate the detailed plan again on the go-live date including all information in step 1.

5. If we have a replacement prior to the Funding Specialists last day, the Funding Team Leader should complete the following.
    a. Allow time for the outgoing Funding Specialist to hand off files and go over processes with the new Funding Specialist prior to their final day.
    b. Exiting Funding Specialist to update the Branch Coverage Details worksheet for reference.
    c. Set up time to introduce the ATP and/or Branch Leader and the new Funding Specialist and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls.
    d. If training is required, provide updates as we move through the training plan and the temporary support plan to support the caseload.
    e. Communicate the final, detailed plan with the team prior to the go-live date including all information in step 1.
    f. Communicate the detailed plan again on the go-live date including all information in step 1.
6. ATP, Funding Team Leader, the outgoing Funding Specialist and new Funding Specialist will work together to schedule time and an action plan to notify the referral sources, therapists, facilities, and other external customers.

Changes required due to a Funding Specialist leaving NSM without notice:

1. Funding Team Leader to notify the ATP, Branch Leader and RAD immediately, even if they were already made aware. Discuss the timeline and the plan for support and replacement. Follow up with an email to all affected team members and branch teammates, including office hours, contact information, etc.
2. Once a plan has been determined, Funding Leader to notify the ATP, Branch Leader and RAD.
    a. Schedule a call to discuss the plan with the team.
    b. Provide a summarized email post-call to the team including all information in step 1.
3. Funding Team Leader to provide weekly updates to the ATP, Branch Leader and RAD and complete the following:
    a. Set up time to introduce the ATP and/or Branch Leader and supporting team member and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls. Ensure team is aware that this is temporary and talk through next steps together.
    b. Update the team weekly as you move through the interview process and provide updates on support plan.
    c. Update the team once a candidate has been identified.

   d. Continue to update the team as we work through the hiring process, estimated start date and the training plan.
   e. Set up time to introduce the ATP and/or Branch Leader and new Funding Specialist and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls.
   f. Allow time for the supporting team member to hand off files, review work orders that are being transferred and go over processes with the new Funding Specialist.
   g. Continue to provide updates as we move through the training plan and any ongoing support plan.
   h. Communicate the final, detailed plan with the team prior to the go-live date including all information in step 1.
   i. Communicate the detailed plan again on the go-live date including all information in step 1.
4. ATP, Funding Team Leader, the outgoing Funding Specialist and new Funding Specialist will work together to schedule time and an action plan to notify the referral sources, therapists, facilities, and other external customers.

Short term support due to planned PTO:

1. Funding Team Leader should complete the following:
   a. Notify the ATP, Branch Leader and RAD upon approval of PTO. When appropriate, add it to their outlook calendars.
   b. For coverage of less than 5 days, assign to a Lead Funding Specialist when available. If a Lead is available when the time approaches, this can be firmed up.
      i. When Lead support is not available, urgent requests and delivery verifications must be supported. Communicate the support plan to the ATP, Branch Leader, and Funding Specialist.
   c. For coverage of 5 days or longer, immediately assign to a Lead Funding Specialist.
   d. One week prior to the planned PTO, communicate the support plan to the ATP, Branch Leader and RAD. Set up time to introduce the Lead to the ATP and/or Branch Leader prior to the start date.
   e. One day prior to the planned PTO, allow time for the Funding Specialist to go over processes with the Lead or supporting Funding Specialist.
   f. One day prior to the planned PTO, communicate the support plan to the ATP, Branch Leader and RAD.

Short term support due to an unexpected absence:

1. Funding Team Leader should complete the following:
   a. Notify the ATP, Branch Leader and RAD upon notification of the unplanned absence. Include the support plan. When appropriate, add it to their outlook calendars.
   b. For coverage of less than 5 days, assign to a Lead Funding Specialist when available. If a Lead is available when the time approaches, this can be firmed up.
      i. When Lead support is not available, urgent requests and delivery verifications must be supported. Communicate the support plan to the ATP, Branch Leader, and Funding Specialist.
   c. For coverage of 5 days or longer, immediately assign to a Lead Funding Specialist.

Temporary support due to extended leave (LOA, FMLA):

1. Funding Team Leader should complete the following:
    a. Notify the ATP, Branch Leader and RAD upon approval of PTO. When appropriate, add it to their outlook calendars.
    b. For coverage of less than 5 days, assign to a Lead Funding Specialist when available. If a Lead is available when the time approaches, this can be firmed up.
        i. When Lead support is not available, urgent requests and delivery verifications must be supported. Communicate the support plan to the ATP, Branch Leader, and Funding Specialist.
    c. For coverage of 5 days or longer, immediately assign to a Lead Funding Specialist.
    d. One week prior to the planned PTO, communicate the support plan to the ATP, Branch Leader and RAD. Set up time to introduce the Lead to the ATP and/or Branch Leader prior to the start date.
    e. One day prior to the planned PTO, allow time for the Funding Specialist to go over processes with the Lead or supporting Funding Specialist.
    f. One day prior to the planned PTO, communicate the support plan to the ATP, Branch Leader and RAD.
    g. Continue to update the team on expected return of Funding Specialist and/or any changes to support plan.

Caseload change due to an ATP leaving NSM:

1. RAD and/or RVP to notify Funding Leader. Details to include:
    a. Last day with NSM.
    b. Specific details of the ATP transition plan.
    c. ATP that will be assuming existing work orders.
    d. Schedule and conduct a call with the new ATP and Funding Specialist, Lead Funding Specialist and Funding Leader to ensure partnership and continuity.
2. Upon notification from the RAD and/or RVP, the Funding Team Leader should complete the following:
    a. Notify the Funding Specialist, Branch Leader and RAD on the transition plan. Be mindful of any confidential information that is being shared.
    b. If the ATP remains with NSM after notice has been given, allow time to review existing files with the Funding Specialist and supporting ATP.
    c. If orders are to be transferred to another ATP, ensure the work bundles are appropriately assigned to the existing Funding Specialist and the Funding Specialist that is supporting the other ATP.
    d. As orders decrease for the outgoing ATP's assigned Funding Specialist, determine new caseload assignment within region.

Caseload change due to an ATP joining NSM:

1. RAD and/or RVP to notify Funding Leader. Details to include:
    a. Start date and location with NSM.
    b. Details on expected book of business for funding support planning.
    c. Preferred dates and times to schedule introduction to funding meeting.
    d. Full explanation of the ATP/FS partnership by RAD, GM, and Funding leadership- terms and conditions for establishing success and strong outcomes.
    e. Introductory to FS with new referrals as indicated in partnership with ATP, GM, and RAD.

f. Establishment of routine, reoccurring FS and ATP call cadence to review portfolio; include GM/ as indicated.

2. Upon notification from the RAD and/or RVP, the Funding Team Leader should complete the following:
   a. Review for temporary and/or long-term support plan and funding alignment.
   b. Once a plan has been determined, notify the Funding Specialist, Branch Leader and/or RAD of details of the support plan.
   c. Set up time to introduce the new ATP and Funding Specialist and allow time to discuss any processes or specifics to the caseload, best practices for team communication and schedule weekly Client Care Case Review calls. Ensure team is aware if this is a temporary assignment and talk through next steps together.
   d. Ensure work bundles are appropriately assigned to the Funding Specialist supporting the new ATP.
   e. As orders increase for the new ATP's assigned Funding Specialist, determine new caseload assignment within region.