Quality Management System (QMS)

QRT Supervisor Guide

VETERANS BENEFITS ADMINISTRATION JULY 2021

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Purpose

To provide Quality Review Team (QRT) Supervisors with a supplemental guide for additional QRT Coach (a.k.a. Coach Team) actions in the Quality Management System (QMS). This document is a tool for new and experienced supervisors on how to use QMS to manage their team and station's data. It is designed to be used in concert with the QMS User Guide and business line specific references. The information contained within will help the QRT Coach in using QMS efficiently and fulfilling their responsibilities.

QRT Supervisor Responsibilities

In addition to QRT Supervisor duties specific to each business line, the supervisor is responsible for the following QMS related tasks which are covered in this document:

- Understand basic functions of the QMS application,
- Manage assigned and pending Reviews using list views and reports including assigned work, deselections and QRTIQRFinals level reviews
- Managing local and national error corrections
- Understand how to use and customize reports and dashboards
- Monitoring QRS production and quality
- Update contact records

Basic QMS Functions

For all basic User functions refer to the QMS User Guide and the QMS Lightning Tip Sheet which contains directions for utilizing the QMS application in Salesforce Lightning including setting up and using various tabs, as well as requesting and opening a new review.

QRT Coaches Group - Chatter and Files

The QRT Coaches group in Salesforce is a very important resource for supervisors. Upon assignment as a QRT Coach you should immediately select the link above and request access to the group.

Once access is approved, you should update the group notifications to alert you of "Every Post", this is important because important updates are shared through this venue by the QMS Admin Team.

This group is primarily used for two reasons, to share updates and collaborate with your peers and also to house links to important Files which you can find on the lower-right hand side of the screen. Once a member of the group you will have access to all files ever shared with the group. Below is a list of important documents that have been shared with the group as well as direct links to each document. It is also recommended to "Follow" and or "Favorite" documents that you want to reference often which will save them on your Files tab or under the "star" icon on the top of the page, respectively.

Job Aid	Description
QMS User Guide	Basic User Guide
Lightning Tip Sheet	Provides basic QMS functionality
QRTIQRFinal Instruction	Coach Level instruction on QRTIQRFinal responsibilities
QRT IQR Process Chart	Process chart for QRTIQR Review Level QMS routing

[QRS Quality Performance]	How to identify QRS Performance reviews, includes a report and other performance links
[Deselections]	Designed for QMS users and supervisors to provide instructions on handling deselection requests and approvals
[Dashboard and Reports Directory]	Provides links to Dashboards which contain important reports for QRT use
[QRT Contact List]	SharePoint list of all QRT members, is it the responsibility of the Coach to update their team
[QMS Access Issues]	Used to request new/updated QMS access for QRS, Coaches and other management
[EC Validation Process]	Best practice tips for using the EC validation process (currently optional)

Frequency of Tasks

As a QRT Supervisor it is important to understand where and when to focus your efforts in QMS. The following suggested list of reports and list views can assist, you will also find many of these same reports listed later in the document in each individual section.

Daily and Weekly Tasks

- Request one QRTIQRFinal level review per day from the reviews queue and complete, also complete any pending in your coach team queue.
- Review QRT Coaches Chatter for daily updates (*Tip: this can be easily accomplished by updating group notifications to receive updates on "every post")*
- Use the Local Error Correction Dashboard and/or EC list views to:
    - Review both pending local and national Error Corrections for timeliness
    - Ensure pending Reconsideration Requests are reviewed and decided immediately using your local procedures
- Use the QRT Coach Assigned Review Dashboard and/or Reviews list views to:
    - Ensure Reviews assigned to QRT employees meet timeliness requirements
    - Review pending Deselections and any QRTIQRFinal Reviews assigned to your Coach Team Queue

Monthly Tasks

- Use the Pending Review Dashboard to view:
    - Pending Reviews by Type, Level and Station includes average days pending and record count
    - Pending and completed reviews by employee
    - Assigned Review reports for station level comparisons (same as QRT Coach assigned dashboard)
- Use the QRS Performance Dashboard and/or Individual QRS Performance Dashboard to view:
    - QRS Accuracy Performance
    - QRS Production (by checklists completed)
    - Recon Decisions of error cited on reviews by QRS
- Use the My Station Local Error Trend Dashboard to perform Trend Analysis:
    - Task and Question trends for completed Error Corrections are provided for local errors of each employee type
    - Includes overturned trend analysis
    - EC Validation reports

<u>Other Tasks</u>

- Request new User QMS access for RO (QRS, Coach, etc.) QMS Access Issues.
- My Station Accuracy and Timeliness Dashboard to view:
  - Employee Accuracy by position, EP and employee
  - Timeliness of Local and National Error Corrections
  - Overturn Error Rate
- Updating contact records for your team and station using available list views, request assistance from VA Help Desk, if needed.
- Utilize VIP Dashboard, as applicable when station employee's are in the program.
- Whenever QRT Team changes occur update the QRT Contact List.
- Completed Error Correction Validations as applicable locally.

Reviews

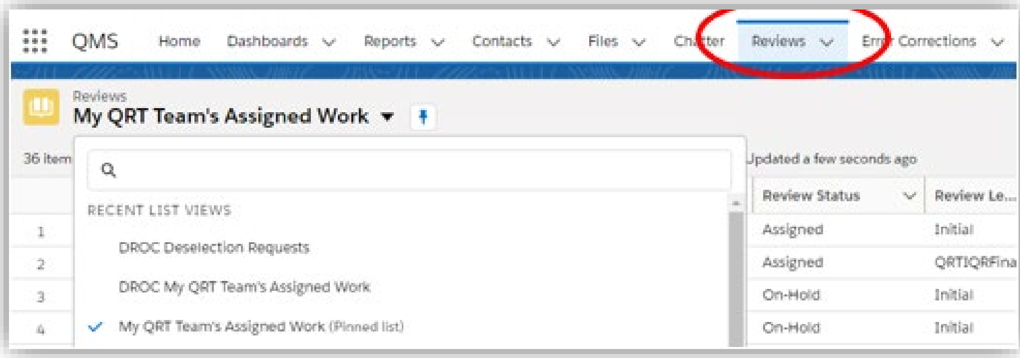
This section will highlight Review related supervisor techniques including how to use Coach Team list views, the Change Reviewer function, and locate Deselections and QRTIQRFinal level reviews for action.

List views are available filters that can be found under the Reviews tab (as well as the Error Corrections and Contacts Tabs). Using list views is an efficient and effective way to manage pending reviews and error corrections at your office daily without using reports. There are many basic filters pre-loaded under each of the tabs.

List views can be edited using the "list view controls" or "filter" options shown below. Using these options; you can add or change filter criteria and add or remove selected fields to display. If the view is not editable you can simply "clone" the review first to make an editable version.

Below are highly recommended Reviews tab list views to use on a daily basis. *(Note: Depending on your business line or station you may need to adjust the filter criteria)* These list views have also been combined into on easy-to-use Dashboard, QRT Coach Assigned Review Dashboard.

- **My QRT Team's Assigned Work** - all "assigned", "in-process" and "on-hold" reviews assigned to your designated Coach Team.
- **QRT Coach Team Deselection Requests** - all "deselection pending" requests at your station.
- **QRTIQRFinal assigned My Coach Team** - All "pending" or "assigned" reviews at your station in the "QRTIQRFinal" review level.



Another best practice is to use the Pending Review Dashboard to track any unassigned reviews that your station is responsible for which is even more important if your station is responsible for special mission or VIP reviews. The dashboard also contains reports to show which reviews are pending for your employees individually and as a division/station.

Deselection Requests

The "Deselect Approve/Reject" is a function used by the QRT Coach Team or QMS Admin to grant or deny a request to deselect a quality review. The QRT Coach Team Deselection Requests list view provides a list of reviews that have been designated for deselection by the QRT team but require Coach's approval.

Using a list views or a dashboard daily is the best way to review and approve these requests in a timely manner. Reviews should only be deselected **if they <u>cannot</u> be reviewed**. Reviews that can be completed by another QRS should be put on hold and reassigned. Additional information can be found in the QMS Deselection Job Aid.

The QRT Coach should first review the "Deselection Reason" found under the Review Information on the Review Details page and the "Deselection Comment" found under Review Comments. Once ready to make a decision the "Deselect Approve/Reject" button can be selected from the Review Details page and the QRT Coach will have the option to "Approve" or "Reject" the request using the drop-down menu. When selecting "Reject" it is best practice to leave a note to the QRS employee who will be assigned back the review.

- **Approve**: The QRT Coach will receive a verification screen identifying the request was successful. Next, click "Finish" and it takes the Coach to the Review Detail page, and changes "Review Status" to "Deselected". The review will be removed from the pending deselection list view.

- **Reject**: The QRT Coach will receive the same successful verification screen. Next, click "Finish" and it takes the Coach to the Review Detail page, and changes "Review Status" to "Assigned". The QRS who requested the deselection will see the deselected review on their list of reviews with the "Review Status" as "Assigned". Or the QRT Coach can reassign the review to another QRS. Refer to "Change Reviewer" screenshots and instructions to reassign a review.

A completed deselection report has also been added to the Review Dashboard which provides deselection results for your Coach Team (selected and approved by your station).

This report provides those that have been rejected (shown an complete) and those approved (shown as deselected) and can also be edited as needed.

Change Reviewer

The Change Reviewer option is used by the QRT Coach or QMS Admin to reassign a review to another QRS member locally or nationally or to assign a review from their Coach Team queue to themselves for action. Following selection of the “Change Reviewer” command from the Review Details page.

- Type in the last name of the intended QRT member, select “Next”.
- Match the intended recipient by clicking in circle next to their name, select “Next”.
- On the final page a comment is required to complete the change, then select “Next”.

This will take the QRT Coach back to the Review Detail page and the “Assigned to” will change to the QRT member selected.

Important: The “Change Owner” option on the list views page should not be used.

Note: The QRT Coach should reach out to the QMS Admin for assistance if they are unable to reassign a review from the Coach Team queue to themselves for action.

QRTIQRFinal Level Reviews

The QRTIQRFinal Review level is the responsibility of the QRT Coaches to manage and complete. There are two responsibilities associated to maintain timeliness of these reviews.

1. Each QRT Coach must **request 1 review per day** from the Reviews Queue by selecting the “Request a Review” button. This is a shared responsibility for all QRT Coaches.
2. **Completing any QRTIQRFinal level reviews assigned to their Coach Team queue** by assigning them to themselves and completing the review.

The following document shows how to update your QMS Information on the Contact page and review for pending claims in your Coach Team queue, QRTIQRFinal Supervisor Guidance. A flow chart for QRTIQRs is linked here: QRT IQR Process Chart.

It is important that QRT Coaches add **all** Available Review Types to their profile that are completed by their station QRSs. This review level must not be completed by a QRS and should not be assigned to them as an available review type as this review level requires a QRT Performance decision.

Note: The M21-4.6.3.a sets forth a two business day time limit for completing these reviews.

Expanded Employee Reviews

In order to receive expanded reviews for an employee follow the instructions in the WIT User Guide to update the employee as “Concern Communicated” in the Critical Element of Quality and include the proper effective date. If the data is received from the WIT update in QMS before the end of the month it will be retroactive for the month. QMS is not able to pull additional reviews for an employee (non-QRS) outside of this process.

The next section explains the process for expanding reviews for a QRS which involves increasing the "QRTIQR Monthly Quantity" on the employees Contact Record.

Monitoring QRS production and quality

QMS can be used to monitor QRS quality accuracy and track work completed in QMS. The following Job Aid provides a report that can be used by individual QRS to track their quality and provide information on identifying a performance review, QRS Performance Job Aid and Report.

Additional reports can be found on the QRS Performance Dashboard, including

- QRS Quality Accuracy - calculates a claim-based accuracy percentage based on the "QRT Performance Error" category.
- QRS QMS production – Assists in monitoring QMS production by using a checklist completion report which includes reviews completed at all review levels.
- Recon Results – Show recon results for Error Corrections created for each QRS split between initial and second reviews.

If expanded reviews are need for a QRS following local approval, an update can be done using the "QRTIQR Monthly Quantity" amount under the QMS Information section of the employee Contact record, for more information see the Contact Records Updates section.

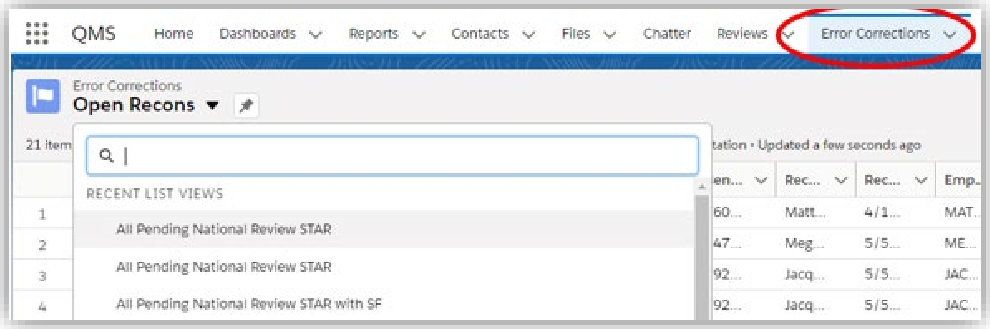
Error Corrections

This section will highlight Error Correction related supervisor techniques including managing local and national pending error corrections, entering a reconsideration decision and the Change Owner function

Local IQR Error Corrections (EC) are the responsibility of the local employee supervisors and can be tracked by management staff using the Local Error Correction Dashboard. This dashboard can also be used to track pending national errors and local reconsideration requests which are the responsibility of the QRT Supervisor.

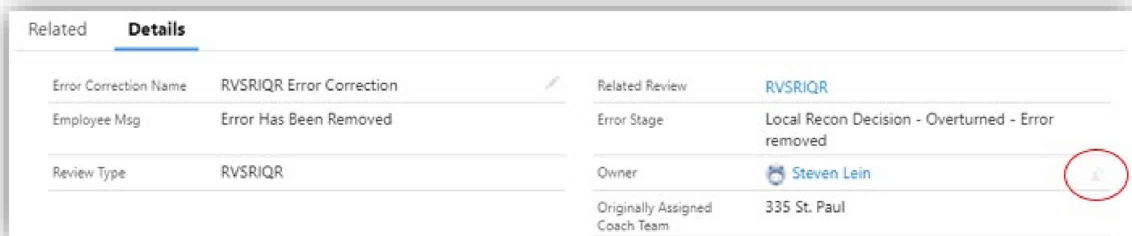
National reviews (including all SFR reviews for your division/business line) require manual notification and acceptance/correction in QMS. More information regarding correction of national and local errors can be found in M21-4.3.5.

In addition to the Local Error Correction Dashboard (which also includes pending national error records), various list views can also assist the supervisors with monitoring and managing individual error corrections. Using list views tailored to your specific business line and division should be part of the QRT Coach's daily routine. Under the Error Corrections tab there are pre-loaded views available that are split up by business line and include: National Open Errors, Open Recons, pending, past due and complete.

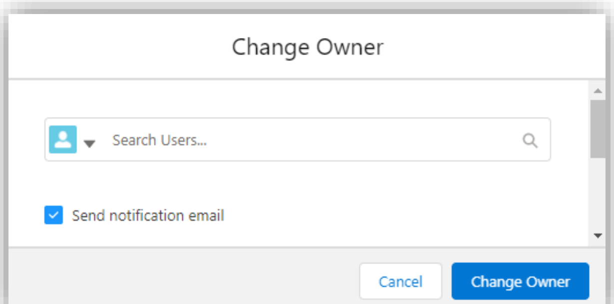


Change Owner Function

The QRT Coach can use the “Change Owner” function to assign an EC record to any employee or QMS Coach Team queue. To change ownership of a record the QRT Coach needs to access the function from the Error Correction Details page.



Once “Change Owner” is selected, the below screen will appear to select the new owner. Use the search option to find an employee or use the drop-down option to search for a queue (i.e. QMS Coach Team XXX).



Using the “Send Notification E-mail” tool will notify the Error Correction record recipient that the record has been assigned to them. This is a great option when re-assigning records during and after the recon process. *Note: This option should not be used when reassigning a record to a Coach Team or RO queue.*

Important: The “Change Owner” option on the list views page should not be used.

Reconsideration Requests and Decisions

When managing a request for reconsideration (rebuttal) it is important to use a list view and/or dashboard to assign and complete each request in a timely manner using your local reconsideration process. The Local Error Correction Dashboard and Open Recons list view are helpful options.

Once a decision is rendered it should be entered into QMS with a corresponding manual reference. It is also **required that all request and decision text is added to QMS** for future review and audit.

Tip: As described in the Recon Decision Best Practice job aid, the Error Correction record can be used to assign ownership to a local QRS for review and the Related Review page can be used for assignment notes and to house QRS decision text prior to the Coach's final decision being entered.

Recon Decision

After the reconsideration is submitted by the employee and a decision has been made the QRT Coach is the only one authorized to access "Recon Decision" to record the decision to "Approve", "Reject" or "Mitigate" the error from the Error Correction Detail page. To enter a Recon Decision, the QRT Coach must be the Error Correction record owner.

The QRT Coach choose one of the following, then select Next.

- **Approve Recon** – A decision has been made, the reconsideration is granted and the *error is removed*. After the QRT Coach selects "Approve Recon" and has completed the Comment box, the Error Correction Detail page displays the new Error Stage as "Local Recon Decision – Overturned – Error removed".

- **Reject Recon** – A decision has been made to not accept the reconsideration and the error stands and *will need to be corrected and accepted*. After the QRT Coach selects "Reject Recon" and has completed the Comment box, they will also have the option to mark the error "Accepted" or "Corrected" for the employee if applicable. If they select neither option, the Error Correction Detail page will display the new Error Stage as "Local Recon Decision – Upheld – Error Stands".

- **Mitigate Error** – A decision has been made to change the critical nature of the error, but the error still stands and *will need to be corrected and accepted*. After the QRT Coach selects "Mitigate Error" and has completed the Comment box, they will also have the option to mark the error "Accepted" or "Corrected" for the employee if applicable. If they select neither option, the Error Correction Detail page will display the new Error Stage as "Mitigated".

  Note: Mitigation of an error is acceptable only in certain circumstances that are outlined in M21-4.6.5.j.

After the decision is made, the error correction record should be assigned back to the employee for action to "accept" and "correct" as needed. Communication methods to notify the employee of the decision will be based on local station policy.

Reset

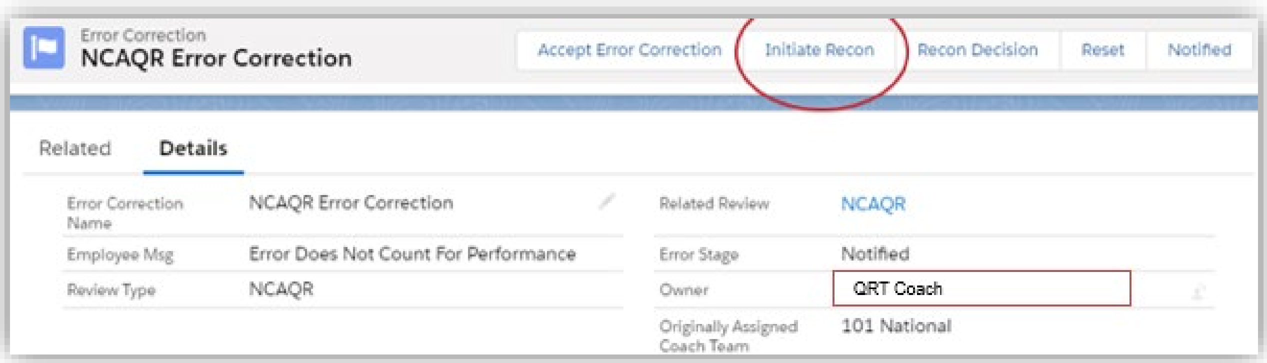
The reset option is available for use my QRT Coaches to reset an error back to the original state (i.e. "Notified" for most IQR reviews). This can be a useful tool but should be used only when necessary. This option **should not** be used when a reconsideration request is pending, even if entered in error.

Note: When using the “reset” option there is a known defect which can cause the error to be changed to non-critical upon action, if this happens reach out to the QMS Admins for assistance to add back in the “critical” indicator.

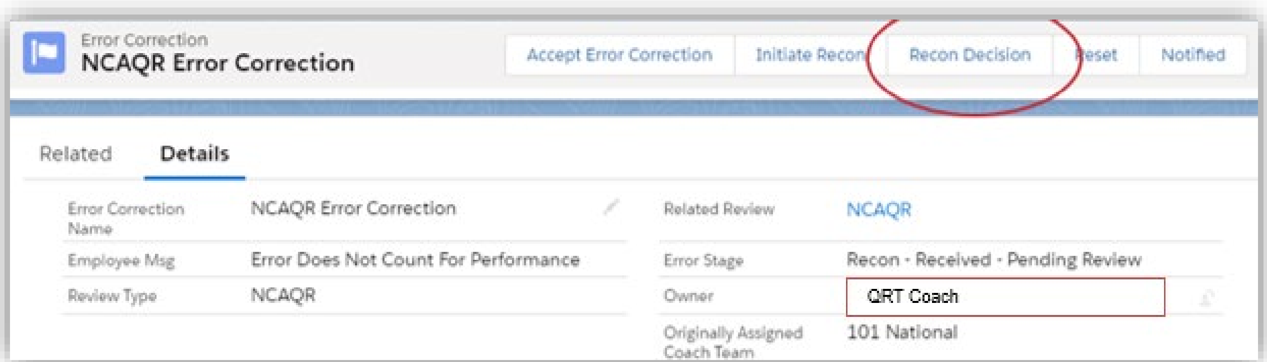
Submitting A National Recon

Submitting a reconsideration request on a national error is a **two-step process** following action to mark the error record as “Notified” and assigning ownership to the QRT Coach.

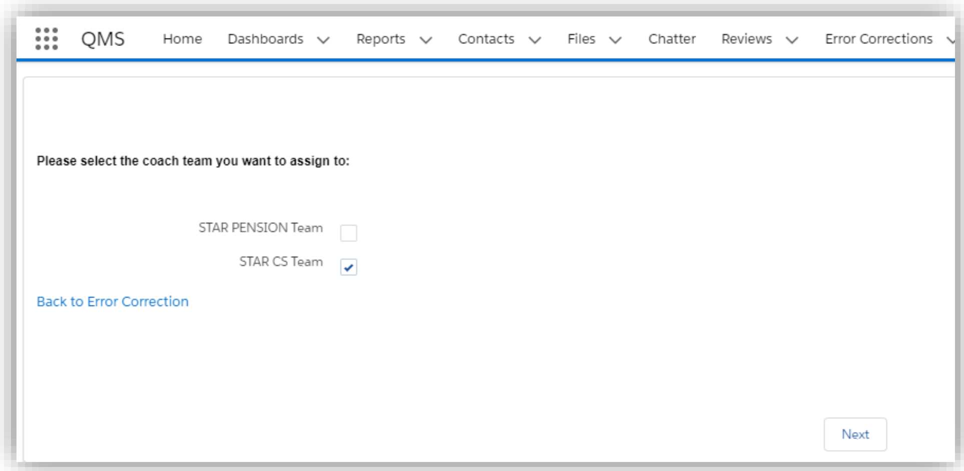
1. The owner must first select “Initiate Recon” and add the comments which justifies their request to reconsider the cited error. The QRT Coach is returned to the Error Correction Detail page and the Error Stage will show “Recon Received – Pending Review”.



2. Next, the QRT Coach must select the “Recon Decision” option and select the appropriate STAR Team. The User will be prompted to add comments on this page, but “N/A” can be used if the request was submitted in the first step.



The QRT Coach can then select the proper STAR staff for review. *Important*: If this step is not performed, the STAR staff will not be notified.



Once the appropriate STAR Team is selected, click "Next" and the QRT Coach is returned to the Error Correction Detail page. Based on the selections the Error Stage will be changed to one of the below stages:

- STAR PENSION Team: "Recon – Assigned to PENSTAR"
- STAR CS Team: "Recon – Assigned to CS STAR"

Validation

Error Correction validation is an option under the Error Correction Record which allows a RO/User to select and validate that corrective action was taken on a review. ***Use of this function is currently at the discretion of each Regional Office.***

The functionality allows the User to select a record for validation, mark as validated, and choose one of the response options: blank, Not Done (default), Incorrect, N/A, Validated. If additional action is needed by the employee following review the employee will need to be notified outside of QMS or by resetting the error correction and assigning it to them for additional action. Additional instructions are provided on the Error Correction Validation Process job aid.

Three reports have been added to the My Station Local Error Trend Dashboard for use:

- Completed Error Correction Report w/ Requires Correction – breaks down errors that require correction by month for selection and assignment
- Selected Validations with current response – Provides the validation response value for each selected record
- Validated records with Previous Response – Shows the previous value, used to measure compliance

Contact Record Updates

Proper maintenance of employee Contact record information is important and is the responsibility of the QRT Supervisor for their QRS employees.

By using the My QRS Team Contacts list view on the Contacts tab The supervisor can ensure the "QMS Information" is accurate for their QRT Team. The My RO's Contacts view list can also be used on a higher level to ensure Contact page accuracy.

QMS Access Requests

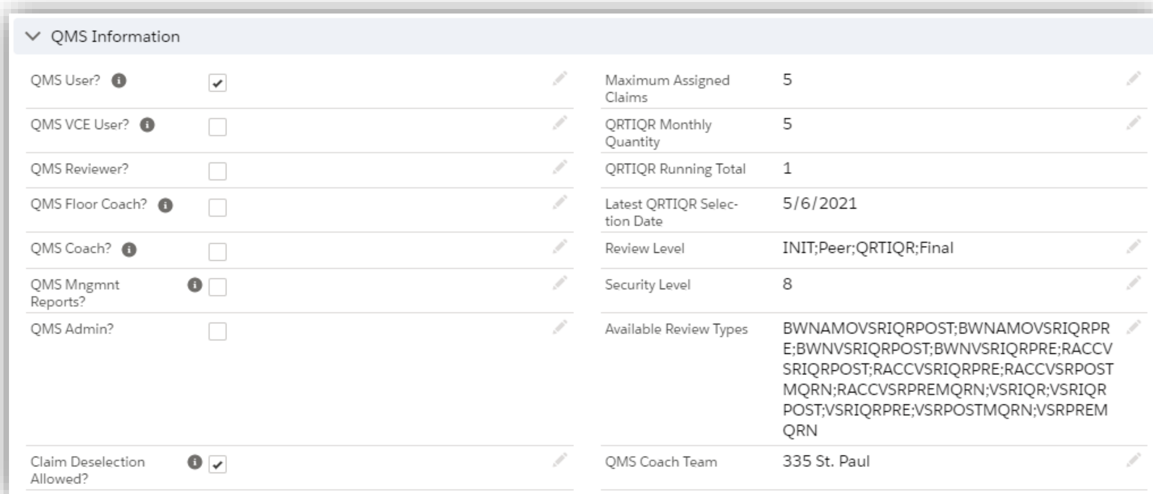
QMS permissions access can be requested through use of the [QMS Access Issues] page of the QRT SharePoint. This link should be used to request new or updated access as a QRS, QRT Coach or other management needing access to QMS reporting functions. Once in this site, select the "New Item" button to open a list of questions to help submit a request for access, a step-by-step job aid can be found [here].

QMS Information

Accurate data in the "QMS Information" section of the Contact record is vital to QRS employee's receiving the correct reviews. The QMS User guide provides a complete description List, but more supervisor related information regarding these important fields is provided below:

Field	Information
Maximum Assigned Claims	Suggested value of 3 for QRS
QRTIQR Monthly Quantity	Based on Employee Performance Standard, this value can be increased if a station decides to expand reviews for a QRS.
Review Level	Suggested review levels for employee type: • QRS – INIT; Peer; QRTIQR; Final • QRT Coach – QRTIQRFinal *Note: Return and QRTIQRRET review levels should not be included.
Available Review Types	Based on QRS position/division and any RO special missions. Should include **all review types** being worked at your office that the QRS is trained to complete. ([All Review Type Report])

Contact record updates can be made on any value that has a "pencil" icon. If updates are needed on values that are not editable or for User Detail updates a Help Desk ticket is necessary and can be accessed here [VA Helpdesk Links].



Reports and Dashboards

This section provides information on the general use of dashboards and reports to include customization as well as a Dashboard and Reports Directory.

General Use and Set Up

The Reports and Dashboard Tabs are used to locate and create reports that have more functionality than list views. Many reports already exist and can be edited (if needed) to apply to the reviews at your station. Follow the steps below to get the reports and dashboards you need as a QRT Coach.

It is encouraged to **"Favorite"** (using the "star" icon) the reports and dashboards as well as folders that you would like to re-access. In addition to the dashboards and reports found in the next section it is also recommended that you use the below folder to save your edited reports.

- **VBA QMS Station Reports** – A public folder where you can save reports for each office using the station number to differentiate (i.e. 335 VSR Report). Please monitor your reports in this folder and delete reports that you no longer use

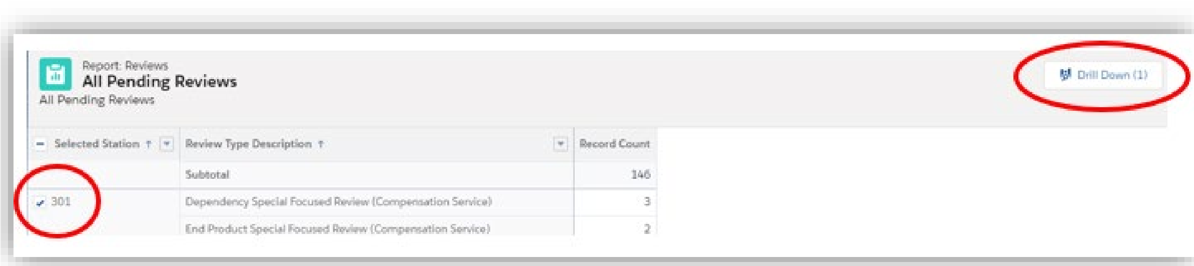
Reports Directory

The following link provides an updated list of available dashboards which contain most reports needed for QRT Coach functions. The Reports and Dashboard Directory is a document housed on in QMS Files that will be continually updated as needed and provides a list of commonly used reports. Many of the reports are designed to show your station data and many of the dashboards also provide national comparisons, as applicable. The reports on the dashboards can also be duplicated and edited using the "save as" function if needed (save copy in the QMS Station Reports folder).

How to run and customize a report

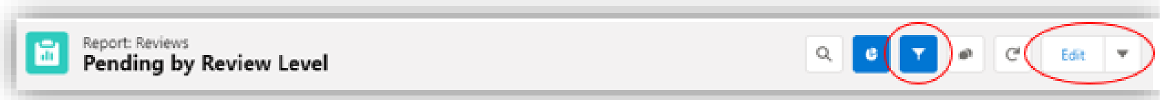
As stated in the section above, most of the reviews needed as a QRT Coach should be found on the Reports Directory above although you may find it necessary at times to edit a report to fit the needs of your data request or mission. When you do, you can reach out to the QMS Admins for assistance in making or editing a report. This section provides more information on editing and saving reports.

For reports that list multiple stations you can find and select your station to **Drill Down** to just your stations data. Many other reports use the "Is this My Station" filter to show just your station data.

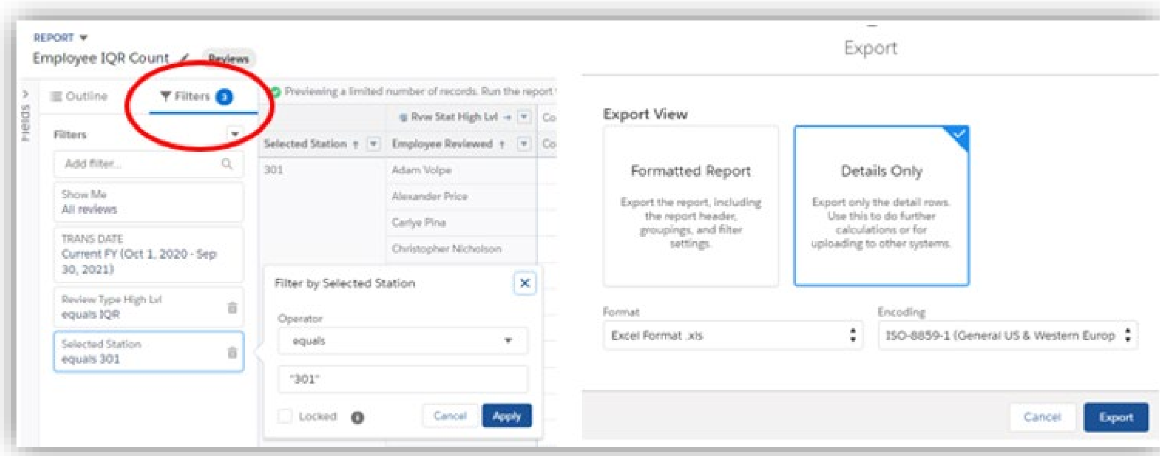


To customize a report, you may either change the filters from the report summary page by selecting the "filter" button and activating the flyout on the right side of the screen or select

“Edit” option in the upper left corner.



The latter will allow you to edit detail row columns, add a chart, and/or customize report filters such as selected station, rule, trans date, etc. The Lightning View on the Salesforce platform also gives the User the option to add summary and row-level formulas which can reduce the need to export the data by building the formulas within the Salesforce report.



The “Export” function, also found on the “Edit” drop down options, provides two different ways to view the data. Formatted Report – exactly how you see the report displayed or Details Only – gives you raw data so you can create your own pivot tables, charts etc. in Excel.

Once you have edited a report to fit your needs, use the “Save As” option to save the report to the QMS Station Reports folder with your station number (i.e. 335 Example Report).

Business Line Specific Manual References

Additional business specific information can be found here:

- Compensation / CS (VSC/DRAS/BEST) — M21-4, Chapter 6
- Pension (PMC) — M21-4, Chapter 7
- Office of Administrative Review (OAR) — M21-5, Chapter 3
- Fiduciary (FID) — M21-4, Chapter 8
- Education (EDU) — M22-3
- National QR Guidance for CS, Pension and OAR — M21-4. Chapter 3