



## Updated Results for Kaizen Events in Ohio State Government

Last Updated: February 11, 2014

Department	Metrics	Updated Results
<p><b>Ohio Department of Aging</b></p> <p>Nursing Home Quick Response Team Process</p> <p>Oct. 28 - Nov. 1, 2013</p>	<ul style="list-style-type: none"> <li>The new process will move more than twice as fast – taking about 5 days from start to finish, compared to a maximum of 12 days before, for a projected 58% reduction in process time</li> </ul>	<p>In February 2014, the agency used the new process for the first time to expedite the closing of a Fayette County nursing home with 130 residents.</p>
<p><b>Ohio Board of Tax Appeals</b></p> <p>Decision Writing Process, primarily for home appraisals</p> <p>July 15-19, 2013</p>	<ul style="list-style-type: none"> <li>Time to write a tax appeal decision reduced from an average of 540 days to an average of 295 days</li> <li>Projected annual savings of \$30,000 in office costs and paper reduction</li> <li>Customers save money with less travel</li> </ul>	<p>The cost per decision has fallen dramatically.</p> <p>In 2010, each tax-appeal decision cost \$520 in processing time and other expenses.</p> <p>As of October 2013, the cost per appeal decision was just \$118 – a 77% reduction.</p> <p>During the first 10 months of October 2013, savings totaled nearly \$500,000 for 1,200 tax-appeal decisions.</p> <p><i>“By stripping away non-value-added activities that consumed attorney time, our productivity has increased substantially.”</i> – AJ Groeber, BTA Kaizen Team Leader</p>
<p><b>Ohio Office of Medical Assistance</b></p> <p>Medicaid Level 2 Comprehensive Assessment Process</p> <p>June 24 - 28, 2013</p>	<ul style="list-style-type: none"> <li>Assessment process reduced from a maximum of 25 days to a maximum of 15 days</li> <li>40,000 hours annual staff time redirected to better service (\$488,800 salary)</li> <li>Paper reduction will save \$4,128 per year</li> <li>Ohio’s share of the Medicaid savings will be over \$116 million</li> <li>Balanced Incentive Program savings of \$2,363,482</li> <li><b>Total Projected Savings:</b> \$118,667,068</li> </ul>	<p>The Centers for Medicare &amp; Medicaid Services featured this project in a nationwide innovation program.</p>

<p><b>Department of Administrative Services</b> Minority Business Enterprise</p> <p>Transformed the Minority Business Enterprise certification process to reduce time and costs</p> <p>February 4-8, 2013</p>	<ul style="list-style-type: none"> <li>• Certification approval time cut in half</li> <li>• Cost savings projected at \$156,592 per year from reductions in printing, mailing, and phone</li> <li>• Fully implemented process will require 4,491 fewer work hours per year, for a 30% overall time savings</li> </ul>	<p>The certification process now takes an average of 18 days – compared to a 90-day average before.</p> <p>That cuts nearly 2½ months from the wait time for MBEs.</p>
<p><b>Treasurer of State</b></p> <p>Streamlined the process for state agencies to post revenues</p> <p>September 10 – 14, 2012</p>	<ul style="list-style-type: none"> <li>• Eliminated over 122,000 documents, a 66% reduction for a cost savings of \$6,231</li> <li>• Reallocation of 2080 staff hours saved \$64,664 employee cost</li> <li>• Annual savings to taxpayers of \$91,500</li> </ul>	<p>The office is processing <i>130,000 fewer sheets of paper every year</i>, by eliminating back-up revenue documents that used to be sent to Accounting and OBM.</p>
<p><b>Opportunities for Ohioans with Disabilities</b></p> <p>Reduce the time to determine eligibility for vocational rehabilitation services</p> <p>December 5-9, 2011</p>	<ul style="list-style-type: none"> <li>• When fully implemented, application process time will be up to 71% faster</li> <li>• Response time for customer requests for help will improve from 129 days to just 30 days when all of the changes are in place</li> </ul>	<p>As of February 2014, people who apply for vocational rehab services are finding out whether they're eligible <i>77 days faster</i> on average. It means they're getting help that much faster – and returning to work or applying for a job 2+ months sooner.</p>
<p><b>Department of Insurance</b></p> <p>Reduce the time and costs of responding to customer complaints</p> <p>October 17-21, 2011</p>	<ul style="list-style-type: none"> <li>• Backlog of 1,675 issues to be eliminated</li> <li>• Direct cost savings of nearly \$20,000 annually</li> <li>• Redirected work hours due to efficiency gains have a wage equivalent of \$34,000 annually</li> <li>• Staff's redirected hours were moved to the help desk, and average wait time went from about 45 minutes to less than 2</li> </ul>	<p>The Department of Insurance eliminated a backlog of 1,098 complaint cases – by implementing its streamlined letter review process that fast-tracks a large portion of the cases that don't require supervisor approval, and makes approval optional for others.</p> <p>The need for overtime has been eliminated too.</p>
<p><b>Department of Transportation</b></p> <p>Office of Aviation</p> <p>Reduce the time to register personal aircraft in Ohio</p> <p>August 15-19, 2011</p>	<ul style="list-style-type: none"> <li>• Backlog reduced from 12,000 records to 0</li> <li>• Cost savings, avoidance, and revenue enhancement anticipated to be \$168,550 annually</li> <li>• The new process, when implemented the spring of 2013, should reduce time to register aircraft from 275 days to 11 days</li> </ul>	<p>Aircraft owners who use the new online system receive their registration certificate or status report within 7 business days on average – compared to the 275 days it used to take.</p> <p>That's <i>97% faster</i> now that all of the Kaizen improvements are implemented.</p>

