

LEANOhio

Department of Developmental Disabilities
Compliance Review Process

April 14 – 18, 2014



Department of
Developmental Disabilities

SIMPLER. FASTER. BETTER. LESS COSTLY.

The Regenerates



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Team Members

- Kelly Miller
- Lisa Burt
- Vanessa Prather
- Kristi Williams
- Ann Weisent
- Heidi Davidson
- Theresa Ryan
- Beth Chambers
- Peggy Strong
- Melissa Hacker
- Wayne Ellyson
- Amy Thomas
- Mary Bartlett
- John Wodicka
- Connie Wodicka
- Michael Hill
- Vivian Burks
- Hannah Miller
- Erica Morrison
- Tracy Bryniarski

Stakeholders

- Ohio Individuals and Families
- Providers
- County Boards
- Other Divisions in the Department of Developmental Disabilities
- Federal Government
- The Ohio Department of Medicaid

Background

- Doing things because we have always done them
- Review Set-up Process
- Better utilization of software
- Development of quality indicators to be used in all settings
- Remove redundancy and inefficiency

Work Smarter, Not Harder

Scope of Event

First Step in the Process:

Identifying providers for review schedule

Final Step in the Process:

Verification of implementation of the plan of correction or Suspension and Revocation (or if successful completion of the review with no citations, the approval letter)

Out of Scope

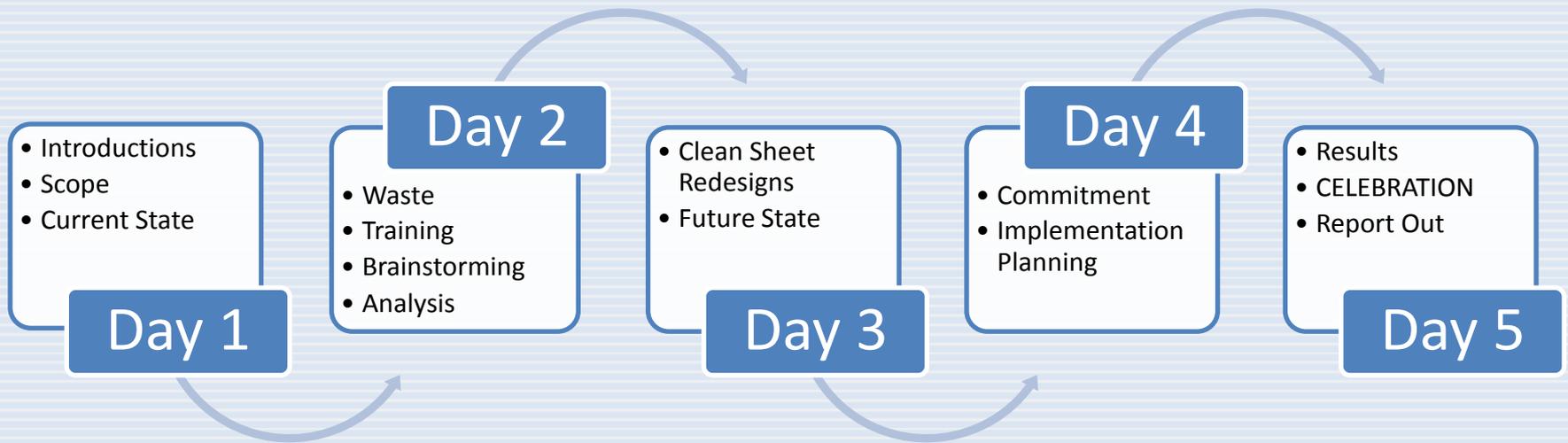
- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

To Break for the Better

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available
- Immediate results
(new process functioning by end of week)



Kaizen Event Approach



Baseline Data

Incoming Items (per Month)	
CARF Reports	10
Invoices for Payment from Hotels	16
Complaints	20
Rule Waivers	16
Development Requests	7.25
Licensure Inspections	110

Customers	
TDD Providers	2,900
Licensed Facilities	1,177
Actively Billing Providers	Approx. 5,000

High Level Process - SIPOC

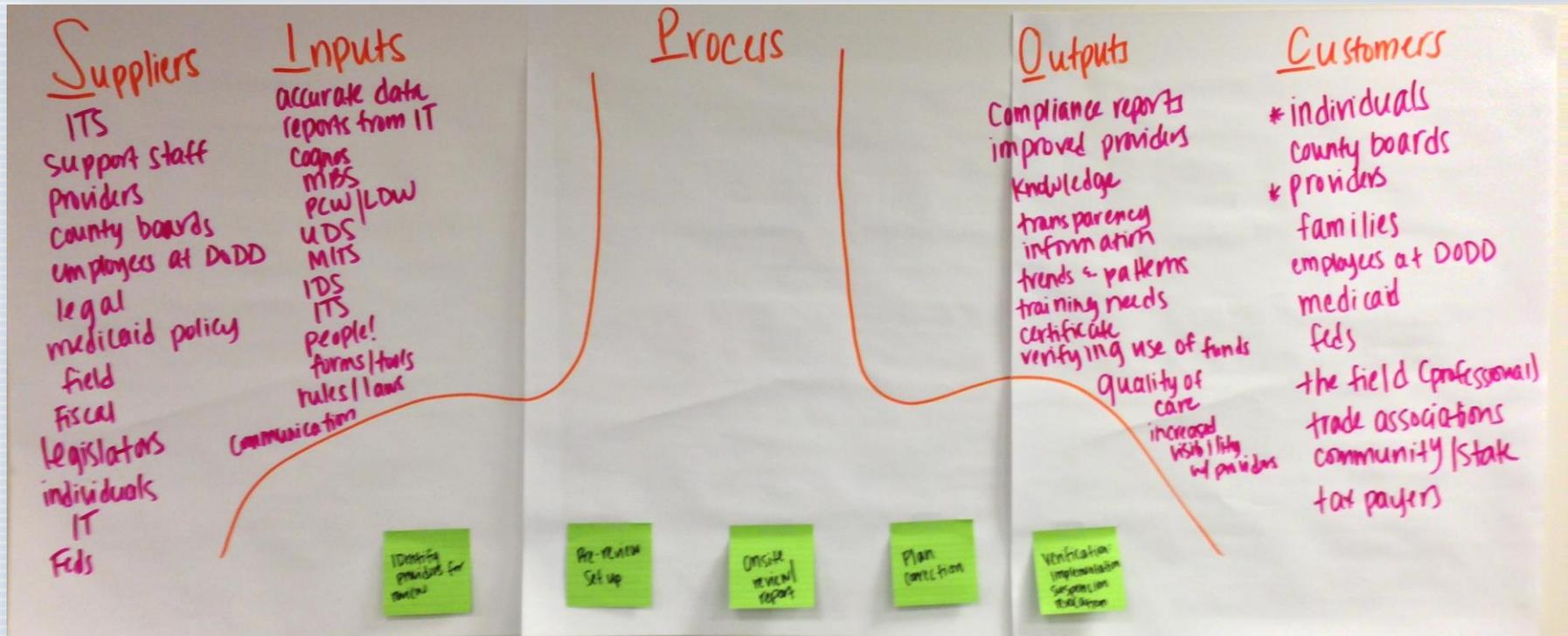
Suppliers

Inputs

Process

Outputs

Customers



Event Goals

Develop consistent metrics in review process and reduce non-value added steps by 50%

Develop communication resource to discuss quality and sub-par care

Develop performance metrics of staff and utilize training

Current State



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Current State Process Map

- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- Lack of Standardization
- TIMUWOOD

Transportation

Information /
Inventory

Motion

Underutilization

Waiting

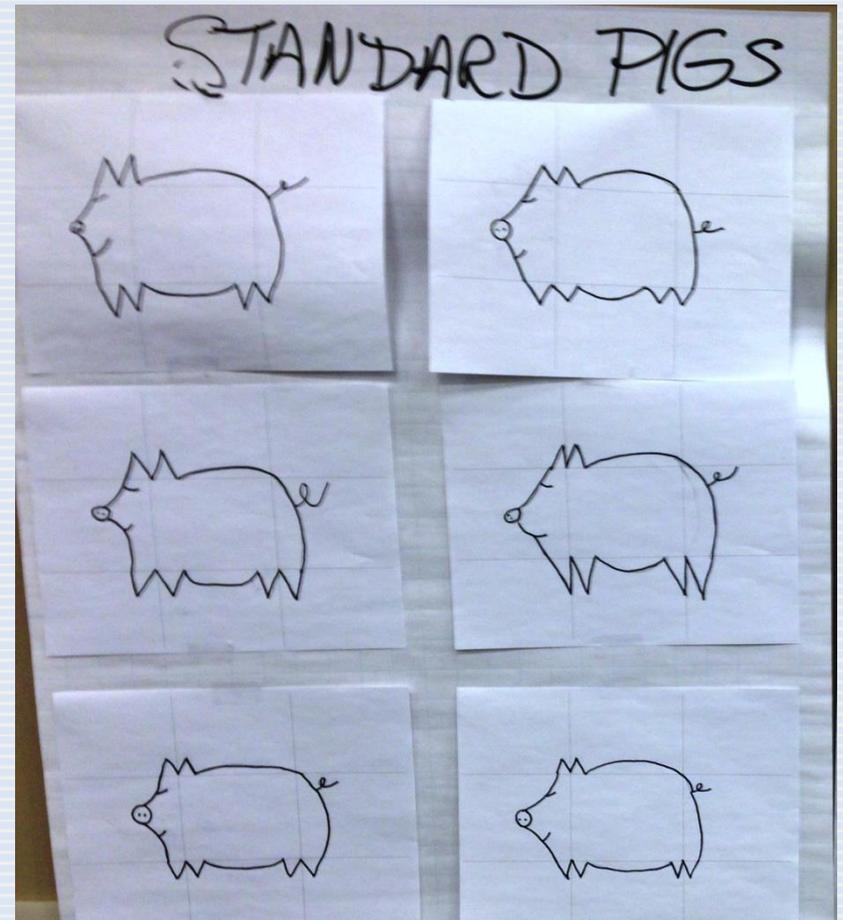
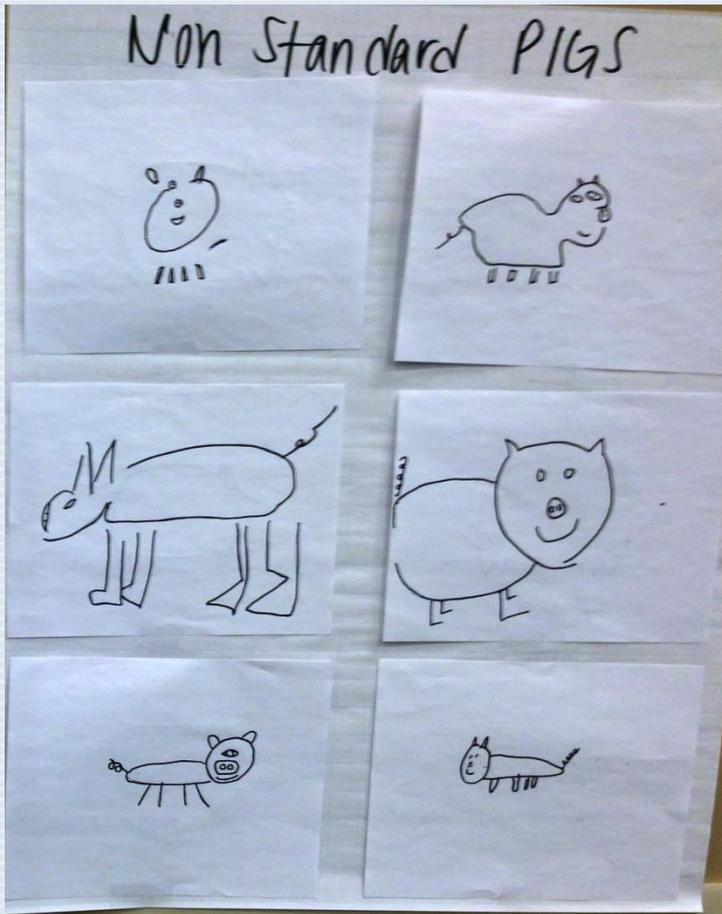
Overproduction

Overprocessing

Defect



Standardization



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Brainstorm – 139 Ideas!

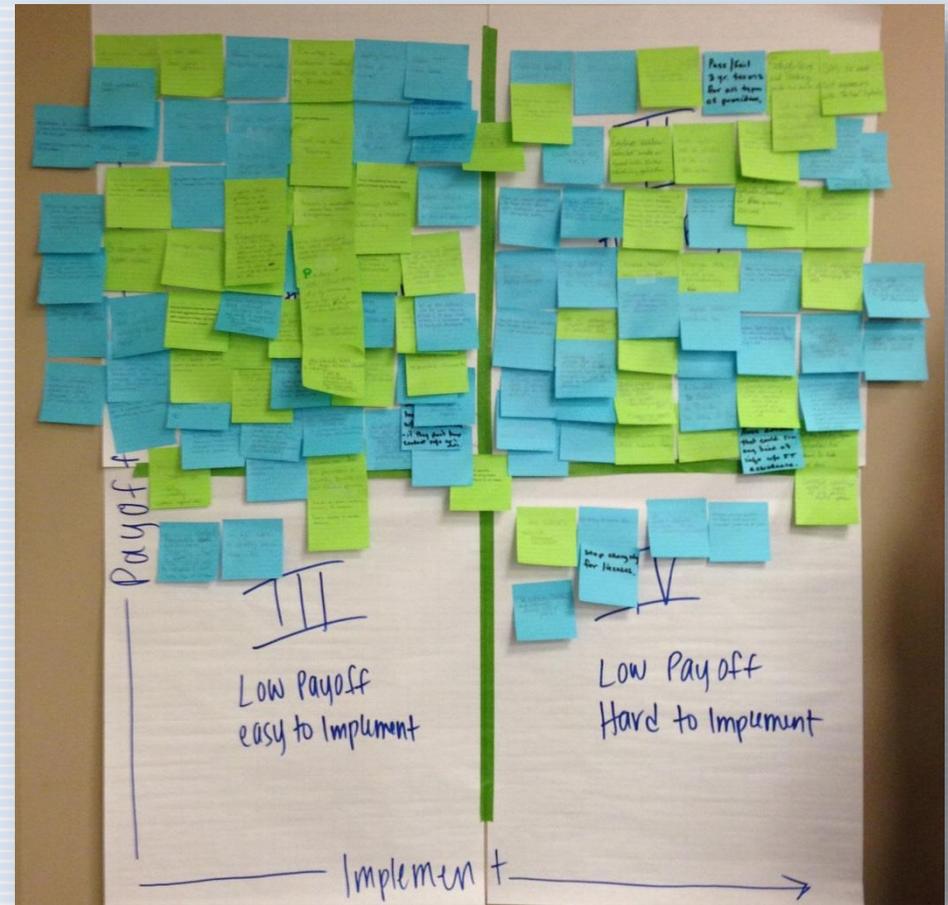


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Team Analyzed and Evaluated All of the Ideas

- More information on the website for Providers
- Error proof forms
- Develop training webinar for providers
- Standardized process
- No more spreadsheets



Future State Improvements

- Remove multiple handoffs
- 777 process-through out the process and reduced time
- All review processes combined into one process
- License and awards moved to the end of the process (after POCV)
- Initial contact with reviewers
- Utilizing a schedule team
- One and Three year model

Scorecard

Measure	Current Level	NEW	Change
Process Steps*	394	81	79%
Decision Points	50	21	58%
Handoffs	18	12	33%
Loopbacks	4	2	50%
Process Lead Time *Maximum Time	219 Days	142 Days	77 Days

**Accreditation Review and Suspension and Revocation Process Only*

Event Savings

CURRENT COST SAVINGS	CURRENT TIME	FUTURE ANTICIPATED TIME
<p>CUSTOMERS</p> <p>\$100 CURRENT LICENSE FEE</p> <p>FUTURE -</p> <ul style="list-style-type: none"> • NO LICENSE FEE \$100 • DESK REVIEW SAVE TIME, GAS, TRAVEL 	<p>CUSTOMERS</p> <p>*LESS back & forth</p> <ul style="list-style-type: none"> • Current: 17 Provider "Touches" • New: 9 Provider "Touches" <p>FUTURE -</p> <ul style="list-style-type: none"> • DESK REVIEWS SAVE <ul style="list-style-type: none"> - Use Technology • FaceTime/Skype 	

AGENCY	AGENCY DAYS
<p>AGENCY</p> <ul style="list-style-type: none"> • Review Prep (8) - Avg 32hrs/mo • New process (8) - 12hrs/mo <ul style="list-style-type: none"> • 20 hrs/mo savings • Current Report/POC/RCV = 40 • New Report/POC/RCV = 20 <ul style="list-style-type: none"> • 20hrs/mo savings <p>FUTURE -</p> <ul style="list-style-type: none"> • SAVE 42 DAYS SUPPORT STAFF (TRAVEL - SCHED) • DESK REVIEWS SAVE TIME, GAS, TRAVEL • GROUP REVIEWS - WEAR/TARE VEHICLES, SCHEDULE GAS, TIME 	<p>AGENCY DAYS</p> <p>CURRENT 219 MAX REVIEW W/NO APPEALS/DELAYS</p> <p>↓ FUTURE DAYS</p> <p>142 MAX REVIEW W/NO APPEALS/DELAYS</p> <p>Time Onsite = Value Added</p> <p>FUTURE PLANS w/SAVINGS</p> <ul style="list-style-type: none"> • MORE REVIEWS • MORE TRAINING 4 PROVIDERS AND STAFF • MORE OPSR Team TRAINING = SPECIAL REVIEWS ETC.

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Results

- Increased utilization of technology
- More effective utilization of staff
- Review staff spends more time on the actual reviews
- Focus on influencing system changes
- Empowers internal and external customers
- Increased job satisfaction

Improvement Summary

Current Issues

Creation of “automagical” systems

Standardized review process

Quality enhancement and expansion

How We Improved

New software will be utilized to complete review prep work (schedules, demographics, automatic emails), data management, and the plan of correction process.

All review types will follow the same process. Staff and customers will use standardized forms and have access to new training (webinars, manuals, and tool kit).

The process will allow for enhanced staff competencies, group reviews focusing on outcomes for individuals, and prioritization on areas of focus.

Implementation Plans

- Information Technology
- Communication
- Training
- Policies and Procedures
- Forms and Process Documents
- Suspension and Revocation Process Changes

Information Technology Plan

Automagically Helping Improve the Process!

Reviewer Tool

- web access on mobile device
- dynamic based on review type
- easily add/remove questions
- accessibility
 - quick

WHO:
Lisa
→ Kristi

WHEN:
April 21

E-mail Notification of 90 day, etc.

- Build it in CRM (capable)
- Verify Security concerns with functionality in CRM
- No additional software cost
- Business Requirements
 - Notifications (time frames)
 - Content (specific to notification required, eg. No citation Report ready for review)

WHO:
Wayne

WHEN:
May 19, 2014

Quarterly Report

- Requirements (Business)
 - ↳ Provider due in specified quarter...
↳ etc.
- Requirements (IT)
 - ~~Report ready~~
 - Validation ^{of data} process
 - Formats desired
 - Self Service Report

Test ready - no less than 30 days

Production - within 30 days of successful test in Prod.

WHO:
Melissa

WHEN:
April 28

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Communication Plan

What	Who	When
<ul style="list-style-type: none"> • Kaizen Summary-roll out - internal OPSR staff • FAQ on website for providers • utilizing technology ^{wiggio/sltype} i.e. facetime/google talk for internal mtgs and for POC-Vs, etc. • be clear w/ customers about required documents ~ Compliance Tool Kit ~ sample documentation, description of why we have reviews, at a glance rules, webinars, links to rules/health & Safety/MUI • develop standard responses to all review tool questions - cite writing use canned statement w/ detail- goal is a clear citation the provider understands • customer feedback: update customer form, have link for feedback in compliance tool kit, survey monkey → how will feedback feedback effect our process, group to meet to share/brain • tightening up communication with reviewers in the field - internal, monthly newsletter w/ input from managers, Kelly, Kate - when things change - basically anything related to completing reviews - direction • work gp mtgs @ all staff meetings to work on specific topics, come back w/ feedback & input with outcomes, outlines - every 6 months • weekly scrum about progress w/ on-going Kaizen related changes, daily work, consultation - old habits die hard! - self check - Webinar, # conference call, forum (blackboard) w/ notifications of every response • make sure changes are communicated w/ CB reviewers, providers - OPSR attend some mtgs put on by CB to provider field - newsletter 	<ul style="list-style-type: none"> • John W. & Lisa B. • Michael Hill & Heidi Davidson • Lisa B & Mary Jo • Vanessa P. - get feedback from field on user friendliness • Theresa R. & Lisa B w/ a group of reviewers • Mary Jo is in process, Kelly Lisa • John W., Erica • Heidi D. • Vanessa • Beth & Kristi 	<ul style="list-style-type: none"> • Monday 04.21.14 • by 05.01.14 • 90 day • 30 days w/ minimal info. • 45 days • 90-120 days • May 01, 2014 • June 2014 • May 01, 2014 • June 01, 2014

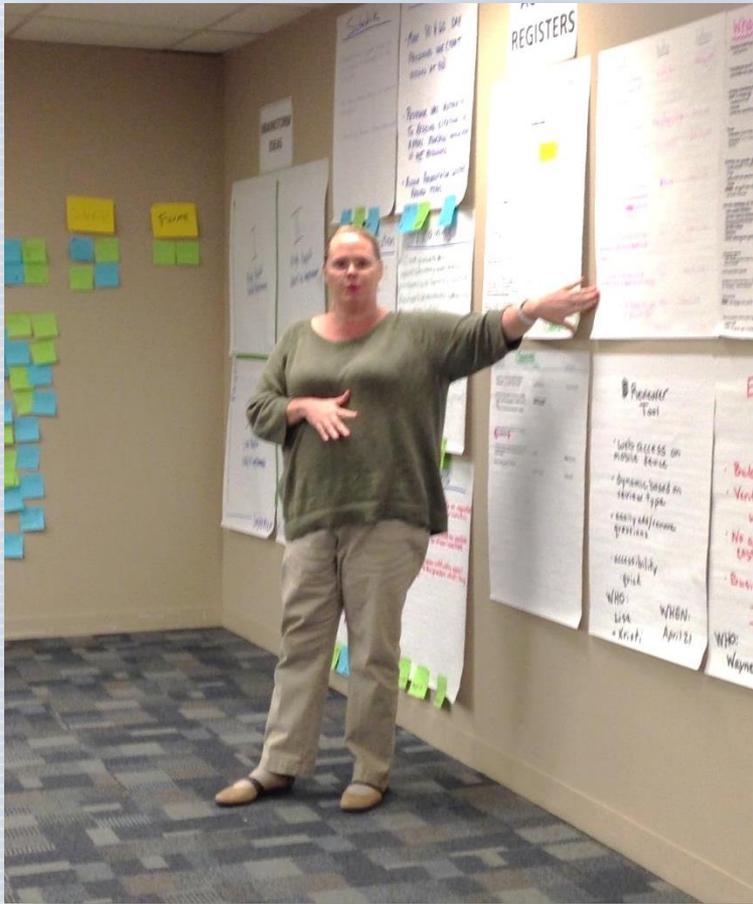


Training Plan



What	Who	When
<ul style="list-style-type: none"> guidance to review tools - maintain, update, & communicate - get input @ June all-staff 	<ul style="list-style-type: none"> Lisa & Kristi 	<ul style="list-style-type: none"> July 01, 2014
<ul style="list-style-type: none"> provide training support to providers for system usage : updating demographics... basically updating PCW consult w/ certification department (Angel) 	<ul style="list-style-type: none"> Vanessa & Angel 	
<ul style="list-style-type: none"> develop webinar for all providers & CB reviewers See communication 		
<ul style="list-style-type: none"> increase training/on-going tech assistance for front line staff to empower decision making, competency based trainings 	<ul style="list-style-type: none"> Heidi 	<ul style="list-style-type: none"> Jan July 2014
<ul style="list-style-type: none"> Cross-training support functions 	<ul style="list-style-type: none"> John & Connie 	<ul style="list-style-type: none"> July 2014

Policies and Procedures Plan



What	Who	When
<ul style="list-style-type: none"> develop scheduling reports/criteria <ul style="list-style-type: none"> - datawarehouse 	<ul style="list-style-type: none"> - Lisa & Connie 	<ul style="list-style-type: none"> - 04.21.14
<ul style="list-style-type: none"> training on use of the data warehouse for everyone 	<ul style="list-style-type: none"> - Lisa & Heidi 	<ul style="list-style-type: none"> - 04.21.14 - June 2014
<ul style="list-style-type: none"> develop scheduling pilot w/ a support staff & reviewer gp <ul style="list-style-type: none"> - evaluation @end - outcome - criteria for expectations 	<ul style="list-style-type: none"> - Kristi 	<ul style="list-style-type: none"> - 04.21.14 - 6 June 2014
<ul style="list-style-type: none"> travel <ul style="list-style-type: none"> - evaluation - does it take away from reviewing? or if it can stay a support function 	<ul style="list-style-type: none"> - Vivian 	<ul style="list-style-type: none"> - 04.21.14 - May 01, 2014
<ul style="list-style-type: none"> develop ind. provider gp. review process <ul style="list-style-type: none"> - 2 day process: training, onset, updates, influence - @ CB - look at SSA info and have SSA be part of review - sm gp @ June all-staff work on - individual interviews 	<ul style="list-style-type: none"> - Beth & Kelly 	<ul style="list-style-type: none"> - August 2014
<ul style="list-style-type: none"> on-site roundtable @ ICFs, agencies, etc <ul style="list-style-type: none"> - new system initiatives - person-centered planning - changing facility systems - positive culture - advocacy - what's working/not working 	<ul style="list-style-type: none"> - Ann & Beth 	<ul style="list-style-type: none"> - June 2014
<ul style="list-style-type: none"> procedure manual <ul style="list-style-type: none"> - cb review staff - soc identifying what needs to be included - start to finish 	<ul style="list-style-type: none"> - Kelly & Ann & Heidi & Amy T. 	<ul style="list-style-type: none"> - October 2014
<ul style="list-style-type: none"> pilot new future process 	<ul style="list-style-type: none"> - designated pilot review group 	<ul style="list-style-type: none"> - January 2015
<ul style="list-style-type: none"> competency based training in core areas for reviewers understanding roles 	<ul style="list-style-type: none"> - Heidi & all managers 	<ul style="list-style-type: none"> - October 2014
<ul style="list-style-type: none"> rule revisions <ul style="list-style-type: none"> - can changes occur w/ the future plan 	<ul style="list-style-type: none"> - Theresa 	<ul style="list-style-type: none"> - July 2014
<ul style="list-style-type: none"> defining details around future state process <ul style="list-style-type: none"> - support staff - support for specific task in current state 		

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Forms & Process Document Plan

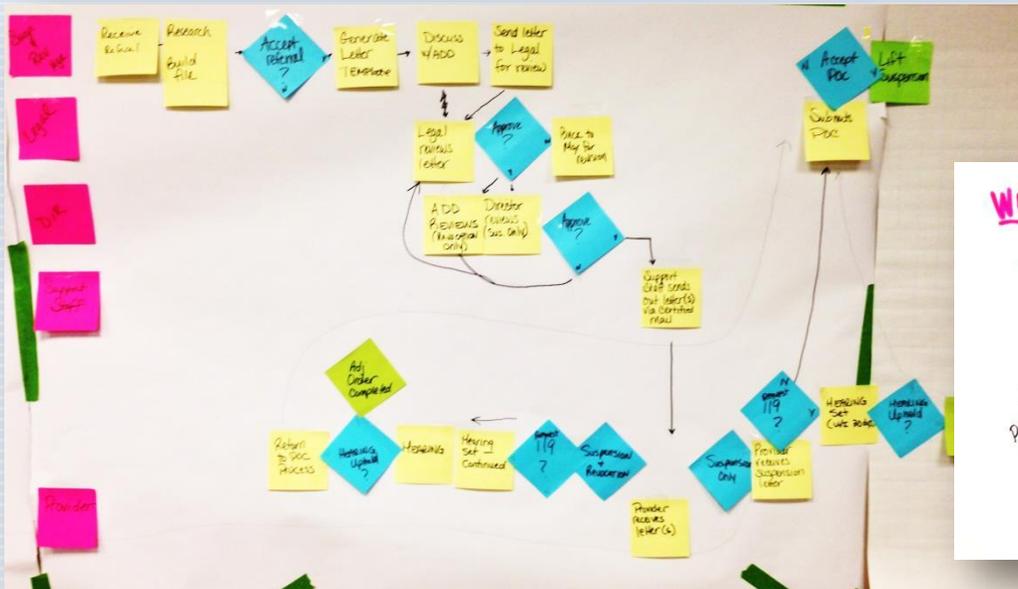
Action	Who	When
• Delete duplicate/unnecessary forms. (Some will happen w/ new PCC application)	Kristi/Heidi	June 1, 2014
• Standardize format of forms	Mary/Peggy/Erin	July 1, 2014
• Look at current forms for revisions that can be made. (w/ new PCC application)	Kristi/Heidi	June 1, 2014
• Develop new Survey (or Survey Monkey) in order to obtain questions/answers that actually provide useful useful info. -SSA's and Provider's	Vinessa	July 1, 2014
• Change system to utilize auto-fill in for demographics and review-specific info needed.	Lisa	Sept 1, 2014
• Fully automate 90-day notices in the web-based system as opposed to letters/email/etc.	Lisa	Sept 1, 2014
• Review all forms for content and make changes to get <u>real</u> answers (including trials)	Mags.	June 1, 2014
• Revise Required Docs List	Heidi/Kristi	June 1, 2014



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Suspension and Revocation Process Changes



WHAT GOES TO REV.

- Consistency
- Severity
- Repeat (SAME/SIMILAR crations) vs

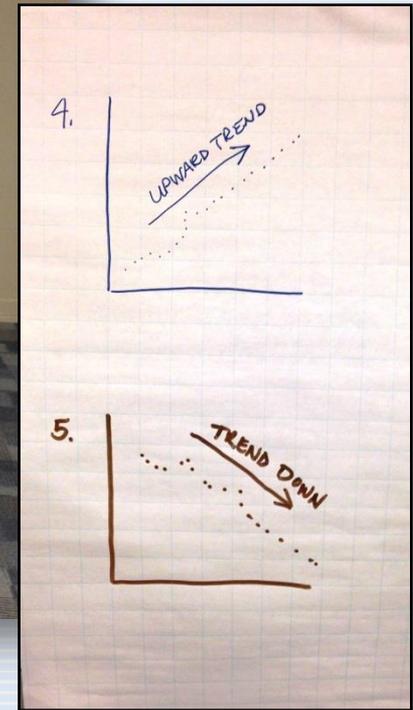
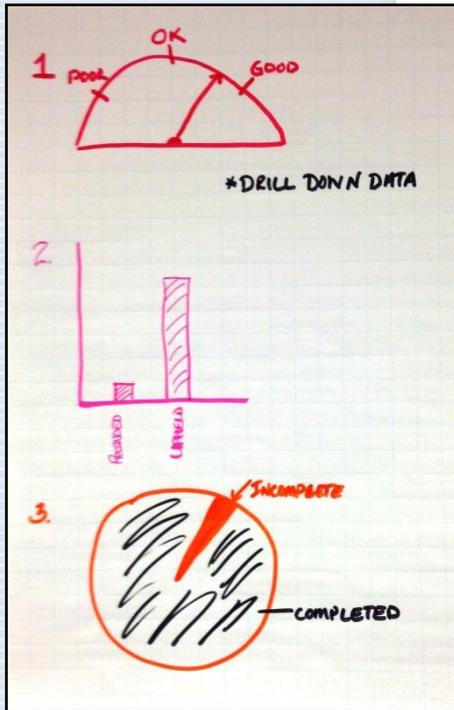
* Guidelines for reviewers for referral (on process change) → referral packet (what/when)

• POC App (could it flag LEAD App. based on weighted questions or # of crations)

RECC: ↑ HO. TIME
DATA: ↑ AG Attorneys (2)

- SEND INCREASE NON-RESPONSIVE
- ASSISTANCE w/ RESEARCH + PACKET

Metrics

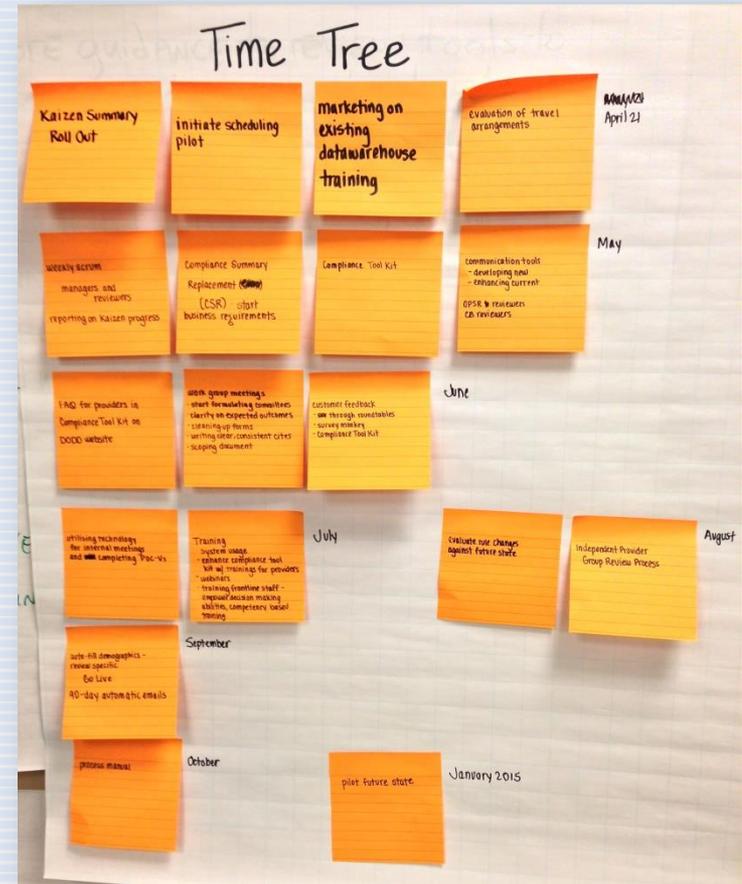


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What Begins Monday?

- Communication to entire team on process changes
- Developing criteria for scheduling and travel teams
- Scheduling IT process changes
- Development of provider training
- Updating current forms and review tools



Special Thanks To...

Senior Leadership: John Martin, Director and Kate Haller, Deputy Director

Sponsor: Kelly Miller, Assistant Deputy Director

Team Leader: Lisa Burt, IT Liaison Manager

Subject Matter Experts: Angel Morgan (Provider Certification), Jason Lawless (IT), Connie McLaughlin (MUI), Kathy Phillips (Provider), Tracey Crawford (Franklin County Board), Karin Crabbe (Franklin County Board), Marilyn Weber (Ohio Healthcare Association/Consultant), and Brad Singer (Legal)

Thanks to the entire team for their time, contributions and continued support to this Kaizen Event.