



**MHAS**

Promoting wellness and recovery

# LICENSURE AND CERTIFICATION PROCESS

**Kaizen Event Report Out  
Mental Health and Addiction Services  
December 2 – 6, 2013**

# “TEAM RE DEEMERS”



# TEAM MEMBERS

- Denise Cole
- Calvin Daniels
- Barbara Dietz
- Rosland Hawkins
- Teri Hill
- Nick Humenay
- Leeann Kapp
- Rose Lester
- Gregory Lewis
- Robert Nugen
- Janel Pequignot
- Lataunia Pitts-Wilson
- Susan Sekely
- Kisha Stewart
- Holly Stone
- Kathy Yokum



# STAKEHOLDERS

- Taxpayers
- Customers
  - MH/AoD providers, office staff, consumers/clients
- Legislators



## BACKGROUND

- July 2013 – Consolidation of MH and ODADAS licensure and certification staff
- Consolidate process for AoD and MH services
- OhioMHAS has the need to combine and streamline processes for licensure and certification



# SCOPE OF EVENT

- What is the first step in the process?
  - Note: MH and AoD process may begin w/ an inquiry into certification process, but not everyone will do so
- What is the final step in the process?
  - Our MH Process Begins with... an application for certification or licensure
  - Our MH Process Ends with... issuing a certificate or license, however we follow-up on incidents and complaints
  - Our AoD Process Begins with... issuing a certificate or license
  - Our AoD Process Ends with... conducting an on-site survey and/or desk review, and reviewing & approving a Corrective Action Plan, if issued



# 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

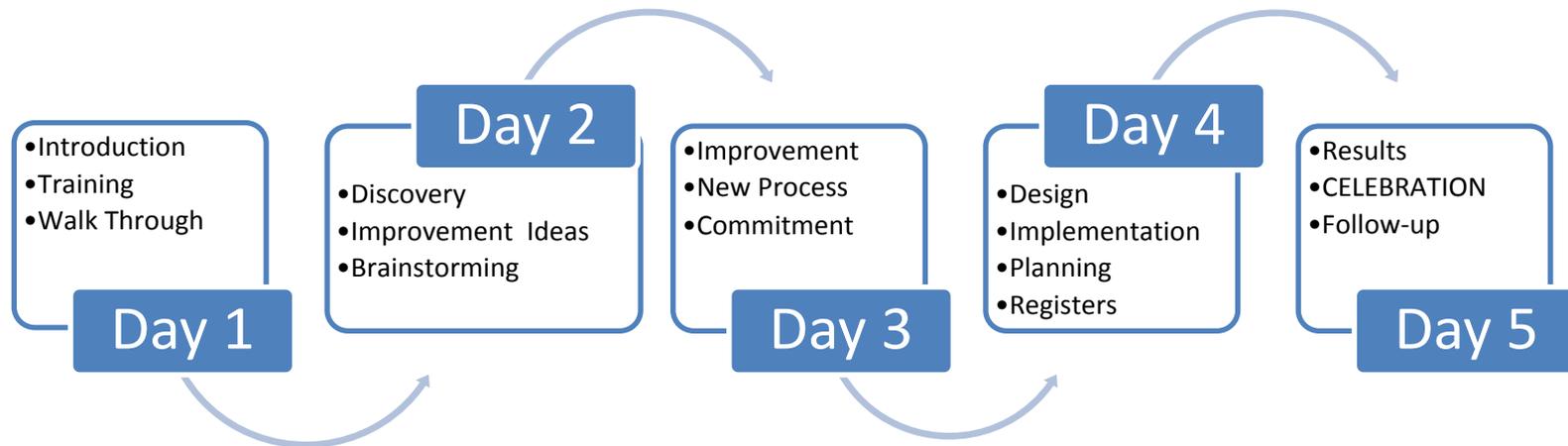


# TO BREAK FOR THE BETTER

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



# THE KAIZEN APPROACH



# BASELINE DATA

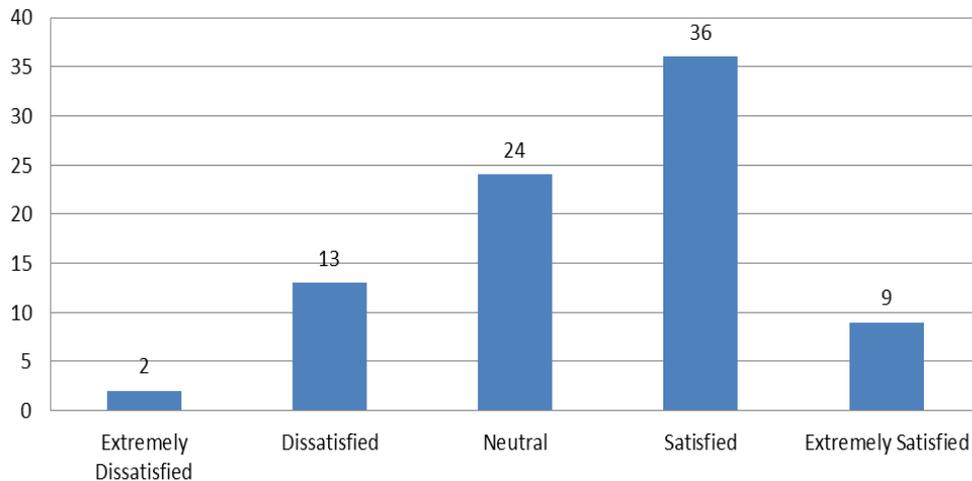
- MHAS processes approximately 413 MH cert and 1148 AoD cert applications every three years.
- MHAS processes 12 methadone licensure applications every year.
- MHAS processes approximately 925 licensure applications, including on-site survey, every two years and conduct approximately 720 annual residential surveys in non-application years.



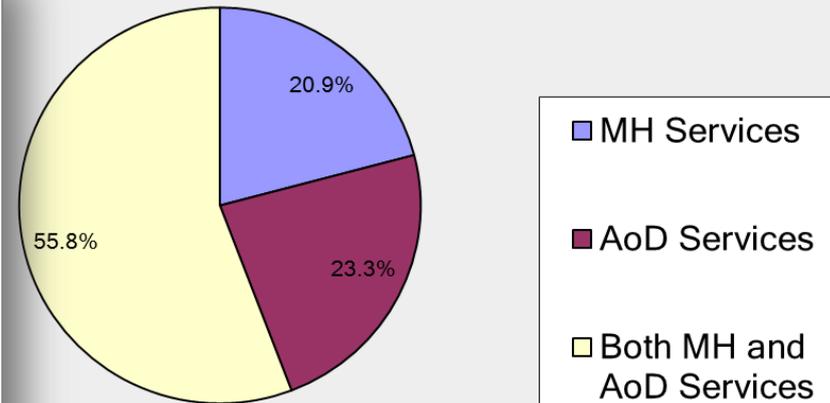
# CUSTOMER SURVEY

- Survey contained 17 questions
- Data collection closed at noon on 11/29/2013
- Survey received 86 responses

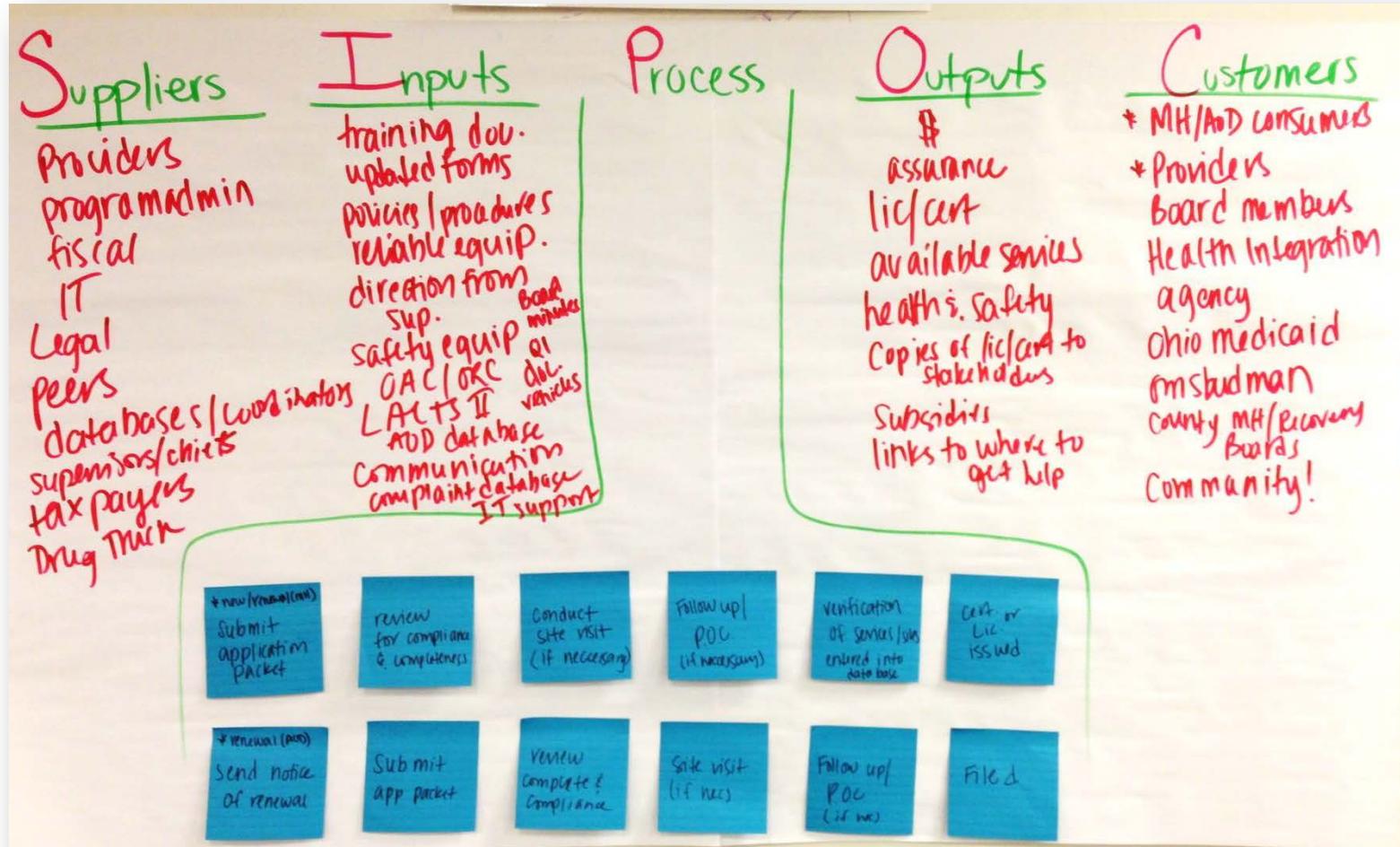
Please rate your overall satisfaction with the processing time of your agency's most recent certification application?



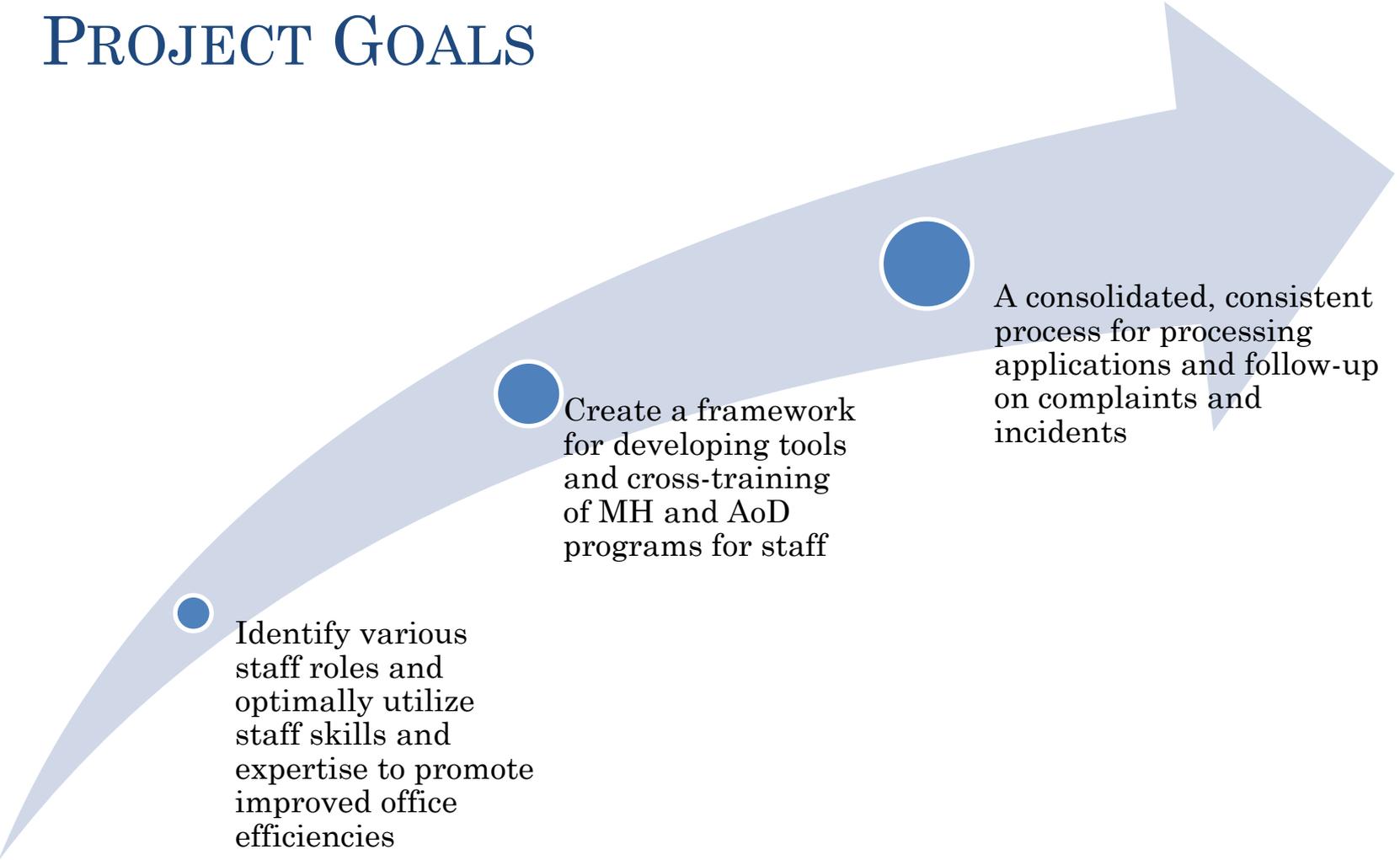
Which of the following services are you currently certified for?



# HIGH LEVEL PROCESS - SIPOC



# PROJECT GOALS



Identify various staff roles and optimally utilize staff skills and expertise to promote improved office efficiencies

Create a framework for developing tools and cross-training of MH and AoD programs for staff

A consolidated, consistent process for processing applications and follow-up on complaints and incidents

# CURRENT STATE



# CURRENT STATE PROCESS MAP

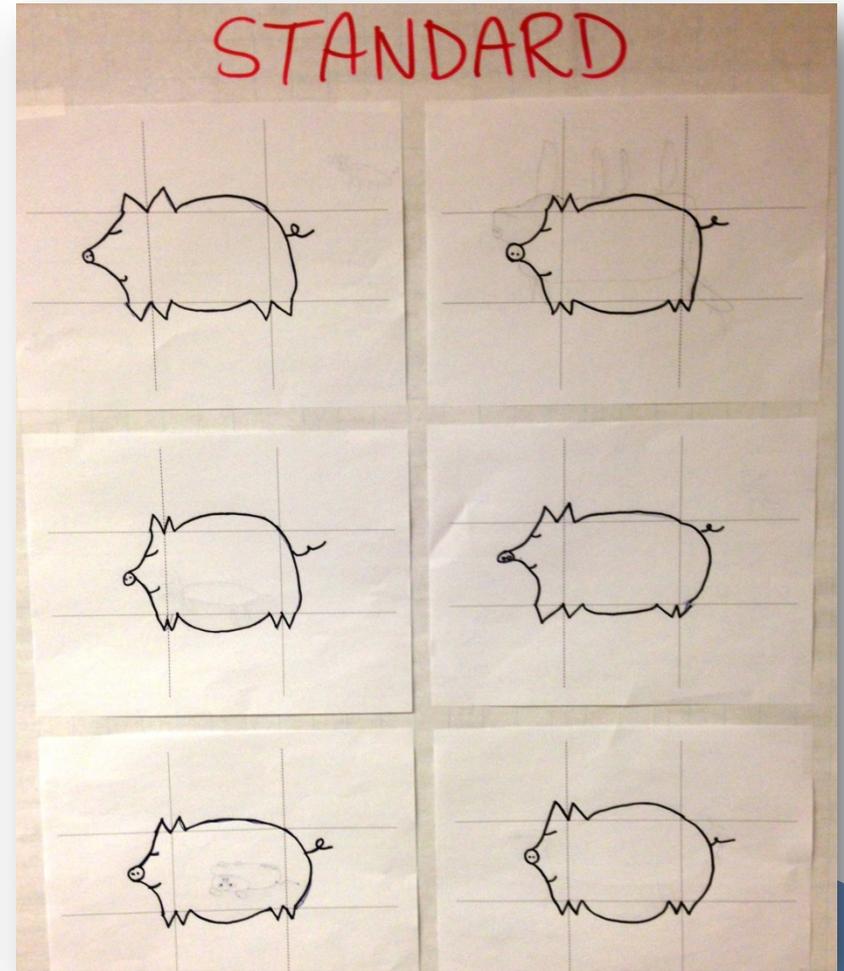
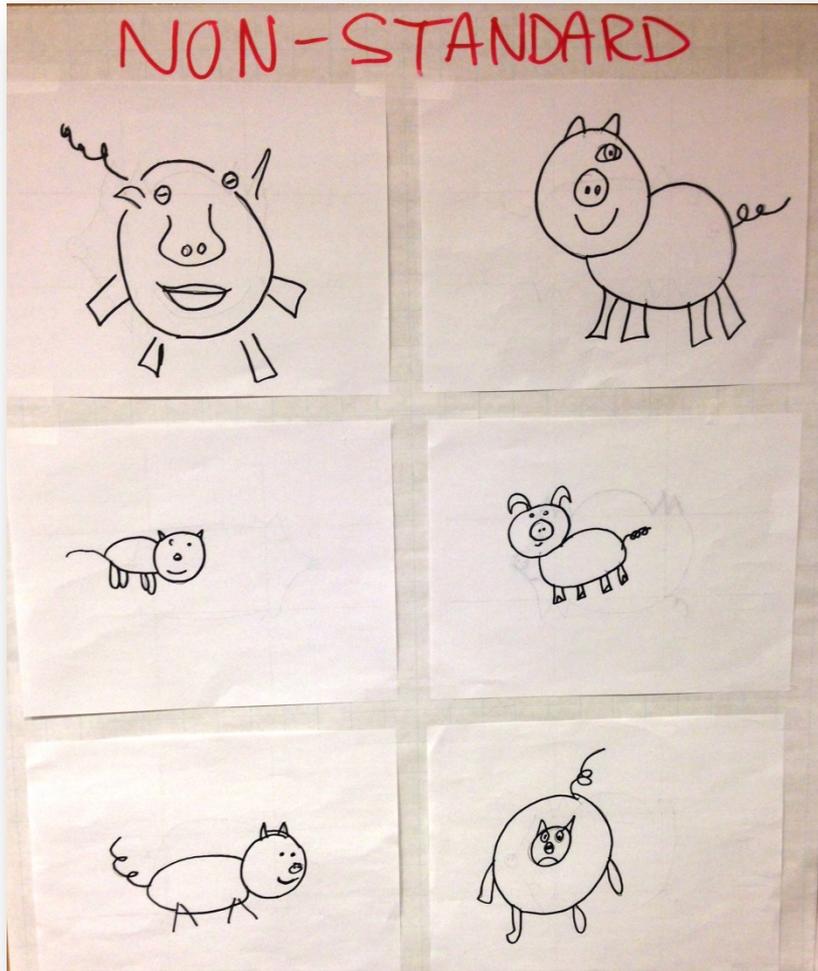
- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- TIMWOOD



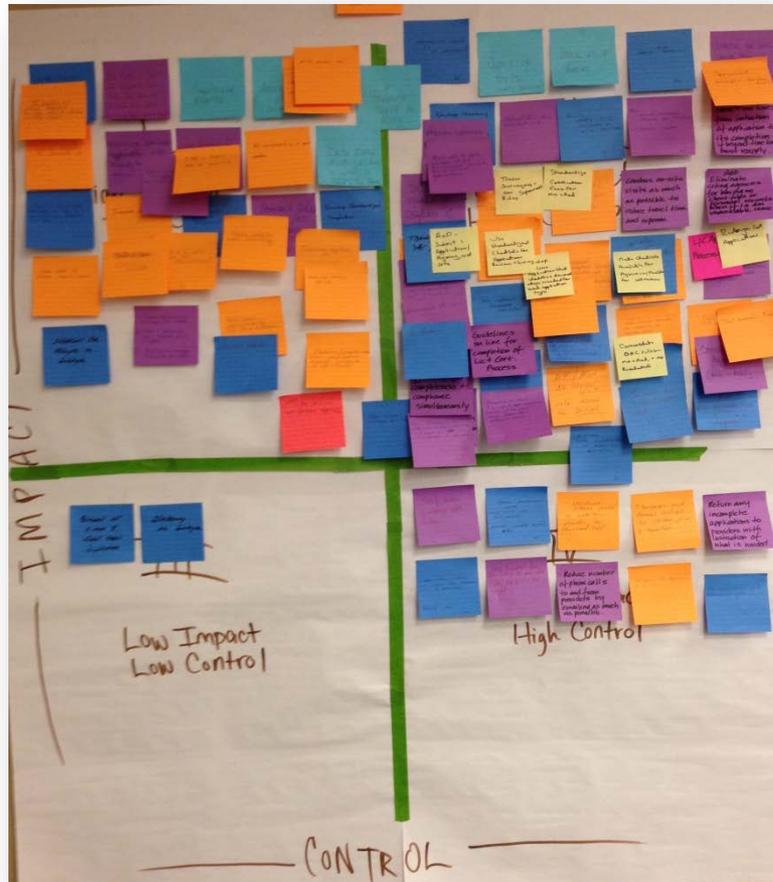
# TIM U WOOD



# STANDARDIZATION



# BRAINSTORM –104!



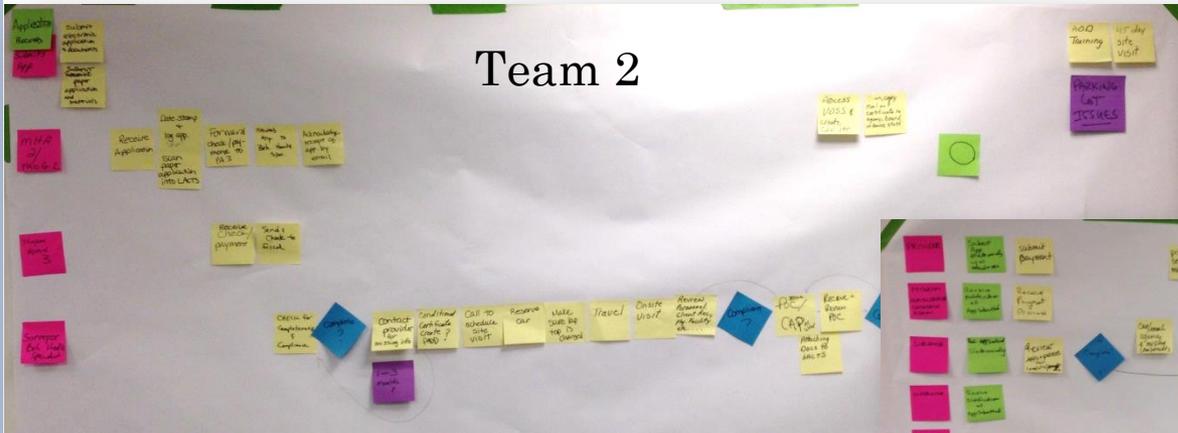
# THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS

- Eliminate duplicate reviews
- Electronic database
- User-friendly website
- Reduce decision-making on waivers
- Standardize checklists
- Standardized process for AoD and MH

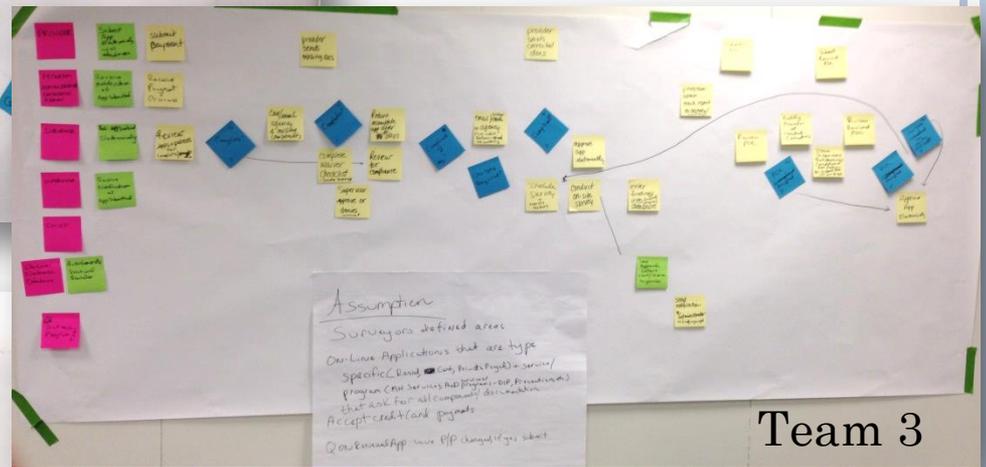


# CLEAN SHEET REDESIGN

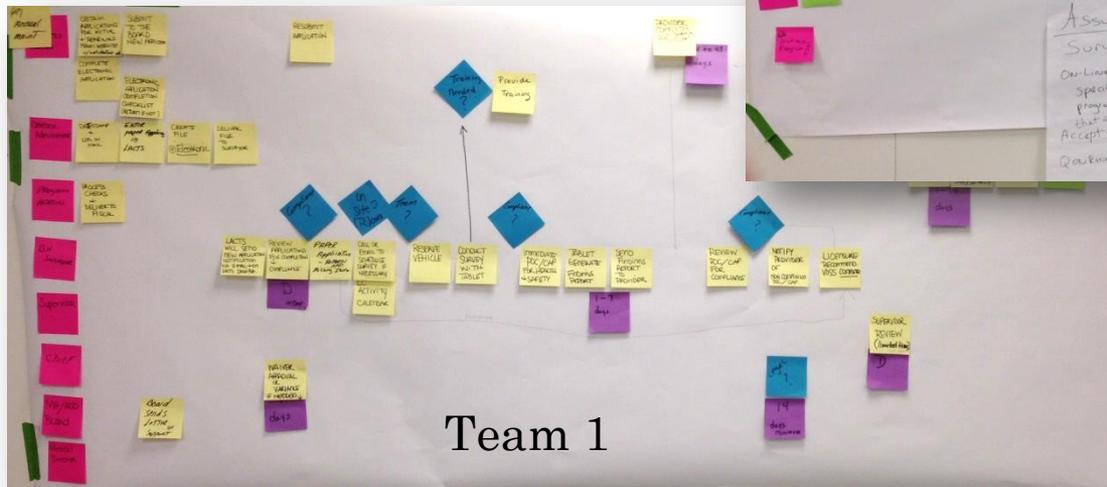
Team 2



Team 3



Team 1



Assumption  
 Surgeons defined areas  
 Our Line Applications that are type  
 Specific (Land, Cat, Pre-Post) + some  
 program (Cat, Pre-Post, Pre-Post, Pre-Post)  
 that will be all components documentation  
 Accept credit card payments  
 Our Line App have MP changed if get what



# CLEAN SHEET REDESIGN

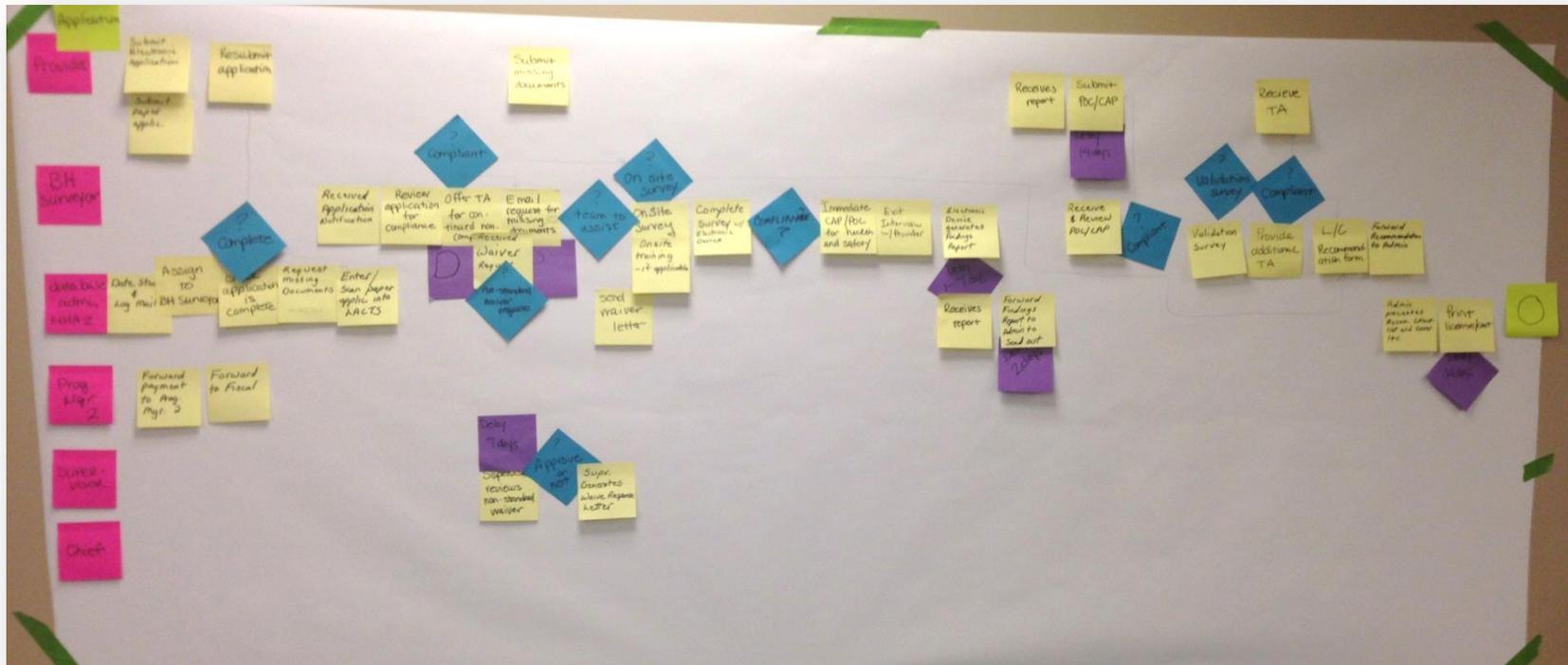
## Common

- Electronic Application ✓
- Tablets
- Less Wait Time
- Revised Policies
- Providers submit all docs at once
- Autogenerated Reports
- Web Training

## Unique

- 2 tries to submit, then return
- Autogenerated Certs
- Checklist for Waivers
- System generate assigned surveyors
- Cert. issued earlier

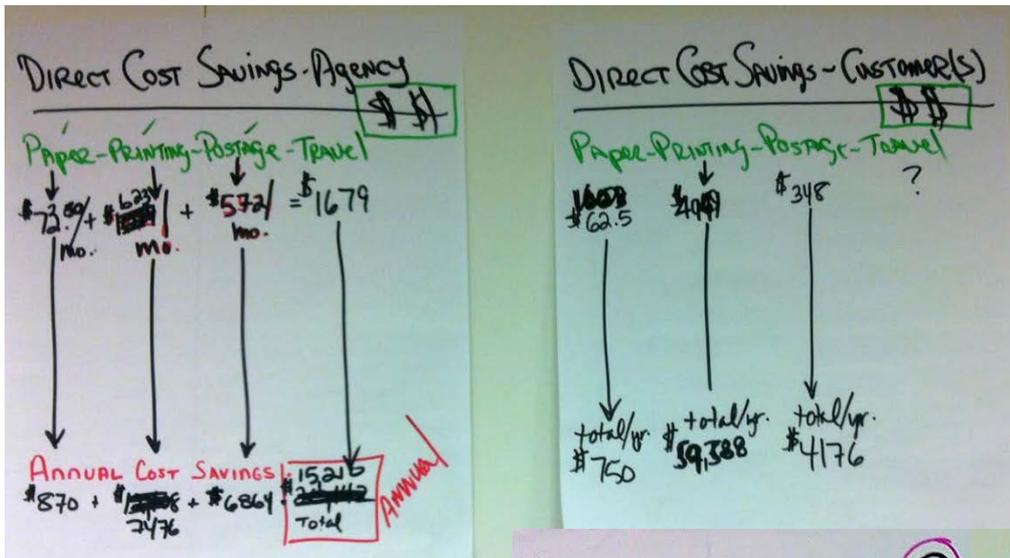
# FUTURE STATE



# SCORECARD

Measure	Current Level	NEW	Change
Process Steps	230	47	<b>79%</b>
Decision Points	62	10	<b>83%</b>
Handoffs	14	6	<b>57%</b>
Loopbacks	31	7	<b>77%</b>
Delays	18	7	<b>61%</b>
Process Lead Time (Includes New and Renewal Applications)	3-6 Months	1-5 Months	<b>66%</b>

# COST SAVINGS



- Hours Deferred - Time - Agency** 🌐
- TIME - Hours WHAT WILL WE DO WITH HOURS SAVED
- Expedited Complaint Investigations
  - Enter data into LACTS
  - Timely completion "e-learning"
  - Health home implementation
  - ACF operator ongoing training

- Hours Deferred - Time - CUSTOMERS** 🌐
- TIME - Hours - WAITING
- Reduce waiting time for customers by 1.5 months (45 days x 24 hrs = 1080 hrs x 80 customers per month = 86,400 hrs/month)
  - \* Taking 1.5 months off of each customer application



# MORE RESULTS

- Improved service
- More accountability
- Improved application process
- Faster processing
- Better use of technology
- Better utilization of staff
- Standardization of forms
- Uniform process



# IMPROVEMENT SUMMARY

## Current Key Issues

Consolidated Two Agency Processes

Electronic Provider Application

Easily Accessible Training Resources

## How We Improved

One standard process with one set of rules

Less paper, one application for dual agencies, and eliminates errors with paper application

24 hour access to training resources online

# IMPLEMENTATION PLANS

- Training Plan
- Communication Plan
- Information Technology Plan
- OAC Change Plan



# TRAINING PLAN



TRAINING

WHAT	WHO	WHEN
NEW APP Process For Surveyors & Supervisors (Internal) ↓	JANEL/TEAM <del>JANEL/TEAM</del> <del>JANEL/TEAM</del> ↓	SOON
Operators/ALL on Application Process *ACF (External) *CCHB	Greg/IT ↓	1/2014
Webinars (ongoing)	Janel/Team	mid Feb.
FAQ *AOD Trn *Training Packet w/ DVD	Greg/Team	mid Feb.

\*Training format?  
HW/Tests  
\*Learner  
ACF + PD

# COMMUNICATION PLAN



COMMUNICATION ONLY

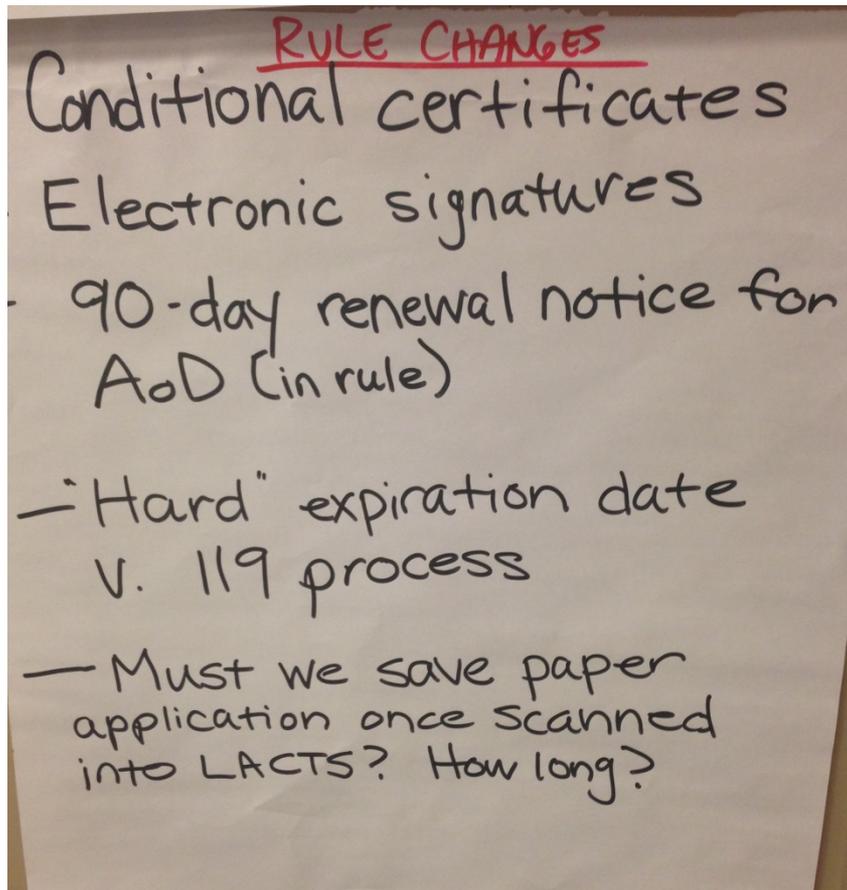
①. WHAT	WHO	WHEN
Email/Mailing To Board To Providers To Stakeholders	Program ADMIN Greg/Kelley Kisha	1/2/2014
WEBINARS Providers Sister agencies Other stakeholders CHANGES MH TO AND SECT LIC PROCESS	Janel TEAM	Mid February m-going (Records) Placed on website
Phone Calls Director/ Senior Leadership Brief Senior Leadership	TEAM/LEAD TEAM Janel	m-going 12/6/2013

# INFORMATION TECHNOLOGY PLAN

- GOAL 80% electronic submission
- Required fields validation before electronic Submittal.
- Updated applications.
- Add survey/findings Report?
- Tablets in the field.



# OAC CHANGE



# WHAT BEGINS MONDAY?



# SPECIAL *THANKS* TO...

## **Senior Leadership:**

- Director Tracy Plouck
- Michaela Peterson

## **Sponsor:**

- Janel Pequignot

## **Team Leaders:**

- Denise Cole, Greg Lewis, Rob Nugen

## **Subject Matter Experts:**

- Billy Derikart, Tessa Cooper, Cheryl Reed, Patty Inman, and Teri Gardner

