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

- **Day 1**
  - Introduction
  - Training
  - Walk Through

- **Day 2**
  - Discovery
  - Improvement Ideas
  - Brainstorming

- **Day 3**
  - Improvement
  - New Process
  - Commitment

- **Day 4**
  - Design
  - Implementation
  - Planning
  - Registers

- **Day 5**
  - Results
  - CELEBRATION
  - Follow-up
**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

**Chart:**

- Please rate your overall satisfaction with the processing time of your agency’s most recent certification application.

**Pie Chart:**

- Which of the following services are you currently certified for?
  - MH Services: 20.9%
  - AoD Services: 23.3%
  - Both MH and AoD Services: 55.8%
HIGH LEVEL PROCESS - SIPOC
PROJECT GOALS

1. Identify various staff roles and optimally utilize staff skills and expertise to promote improved office efficiencies.
2. Create a framework for developing tools and cross-training of MH and AoD programs for staff.
3. 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

Transportation
Motion
Waiting
Over Production
Defect
Information/Inventory
Underutilization
Over Processing
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 1

Team 2

Team 3
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 generates assigned surveyors
- Cert issued earlier
FUTURE STATE
## Scorecard

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

**Details:**
- **Process Steps**: Reduced by 79%
- **Decision Points**: Reduced by 83%
- **Handoffs**: Reduced by 57%
- **Loopbacks**: Reduced by 77%
- **Delays**: Reduced by 61%
- **Process Lead Time**: Reduced by 66%
COST SAVINGS

**Direct Cost Savings - Agency**
- Paper, Printing, Postage, Travel:
  - $8,000 + $1,500 = $9,500
  - $1,200
  - $1,500
  - $1,500
  - Total: $12,700

**Direct Cost Savings - Customer(s)**
- Paper, Printing, Postage, Travel:
  - $1,000
  - $1,500
  - $300
  - Total: $2,800

**Annual Cost Savings**
- $15,220
- $3,800
- Total: $19,020

**Howes 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

**Howes 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

[Image of a woman sitting at a table with a poster outlining a training plan]

- WHAT
  - New App Process for Surveyors
  - Supervisors (Internal)
  - Operators (All on Application Process (Internal))
  - Webinars (ongoing)
  - FAQ
  - AOD Training
  - Training Packet w/DVD

- WHO
  - Janel Team
  - Greg/IT
  - Janel Team
  - Greg Team

- WHEN SOON
  - 1/2014
  - mid Feb.
COMMUNICATION PLAN

Communication Only

1. What
   - Email/Emailing
     - To: [List of recipients]
     - To: [List of recipients]

2. Who
   - Program Admin
   - [Other stakeholders]

3. When
   - 1/2/2019

- Webinars
  - Providers
  - [Other stakeholders]

- Changes
  - To: [List of recipients]
  - [List of recipients]

- Phone Calls
  - Team Lead
  - [List of recipients]
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

- Rule Changes
  - Conditional certificates
  - Electronic signatures
  - 90-day renewal notice for AoD (in rule)
- "Hard" expiration date
- V. 119 process
- Must we save paper application once scanned into LACTS? How long?
WHATbegins 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