

Kaizen Event Report Out
Ohio Board of Nursing
November 4-8, 2013

LICENSURE AND RENEWAL PROCESS

TEAM NURSING TRANSFORMERS: TNT



TEAM MEMBERS

- Brenda Murphy – Ohio Board of Nursing
- Karen Scott – Ohio Board of Nursing
- Debbie Fulk – Ohio Board of Nursing
- Ruchi Grewal – Ohio Board of Nursing
- Melody Gullion – Ohio Board of Nursing
- Karen Unroe – Ohio Board of Nursing
- Angela White – Ohio Board of Nursing
- Kathy King – Ohio Board of Nursing
- Eric Mays – Ohio Board of Nursing
- Jodi Crowe – Ohio Board of Nursing
- Lesleigh Robinson – Ohio Board of Nursing
- Elisha Ehnes – Ohio Department of Natural Resources
- Betsy J. Houchen – Ohio Board of Nursing

STAKEHOLDERS

- Nurses – Applicants
- Taxpayers
- Ohio Board of Nursing Staff
- Employers
- Schools



BACKGROUND

Our process begins when licensure, renewal, reactivation, and reinstatement applications are received by mail at the Board office and the process is completed when the license is issued, renewed, reactivated or reinstated. Licensure and renewal applications include the following:

1. Initial licensure by examination.
2. Re-registration – nurse applies for licensure by examination, fails the examination, and registers to re-take the examination.
3. Initial licensure by endorsement. Endorsement is when a nurse requests reciprocity for an out-of-state license in Ohio. Temporary permits can be issued prior to issuance of the license.
4. Applications to renew a RN or LPN active license
5. Applications for reinstatement of a lapsed license.
6. Applications for reactivation of an inactive license.

All applications are hardcopy applications, except for renewal which can be completed online. For the 2013 renewal period, 97% of the RNs renewed online



SCOPE OF EVENT

○ What is the process?

- **First Step:** Receipt of a hardcopy application in the Board office, data entry of application data in eLicense system, and processing of fees
- **Last Step:** Issuing a license or renewal, reactivation, or reinstatement if all requirements are met

○ Overarching Theme:

- A large volume of applications must be processed in a timely manner.
- Processing involves numerous steps and matching multiple documents.
- Applications must be processed accurately.
- Compliance/discipline issues must be addressed prior to issuing, renewing, reactivating, or reinstating a license.
- Managing phone calls, emails, walk-in customers



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

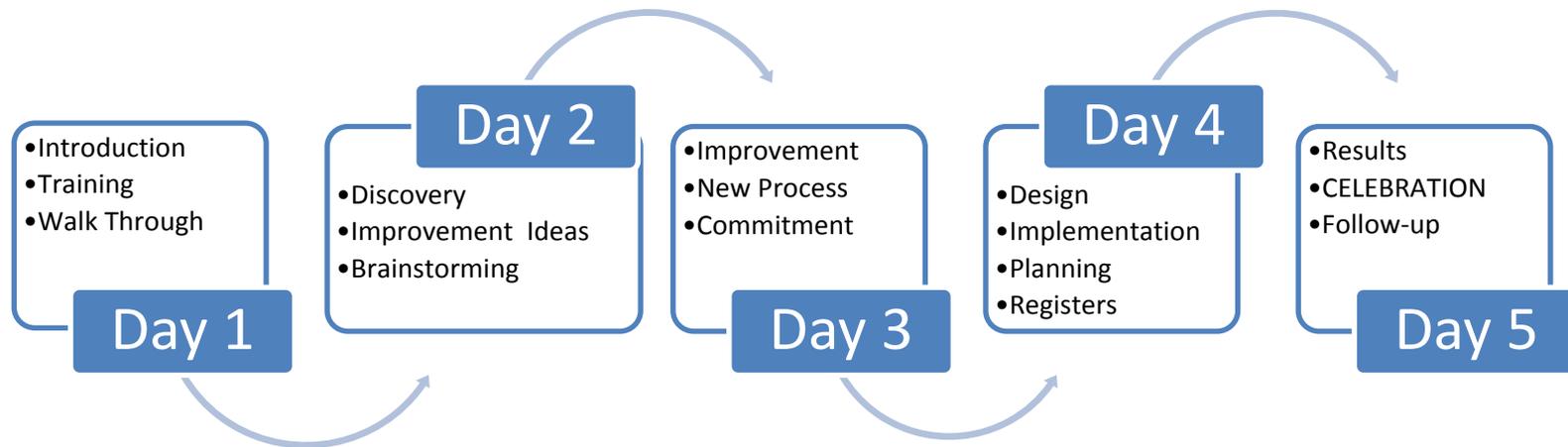


TO BREAK FOR THE BETTER

- 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)

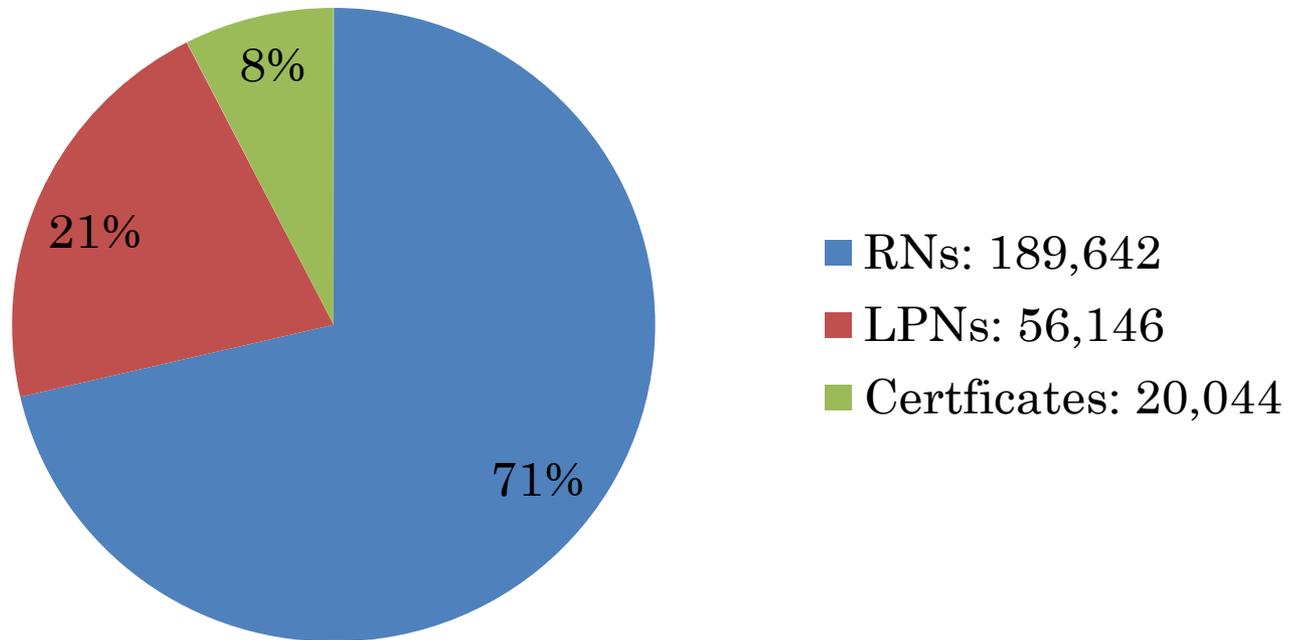


THE KAIZEN APPROACH



BASELINE DATA:

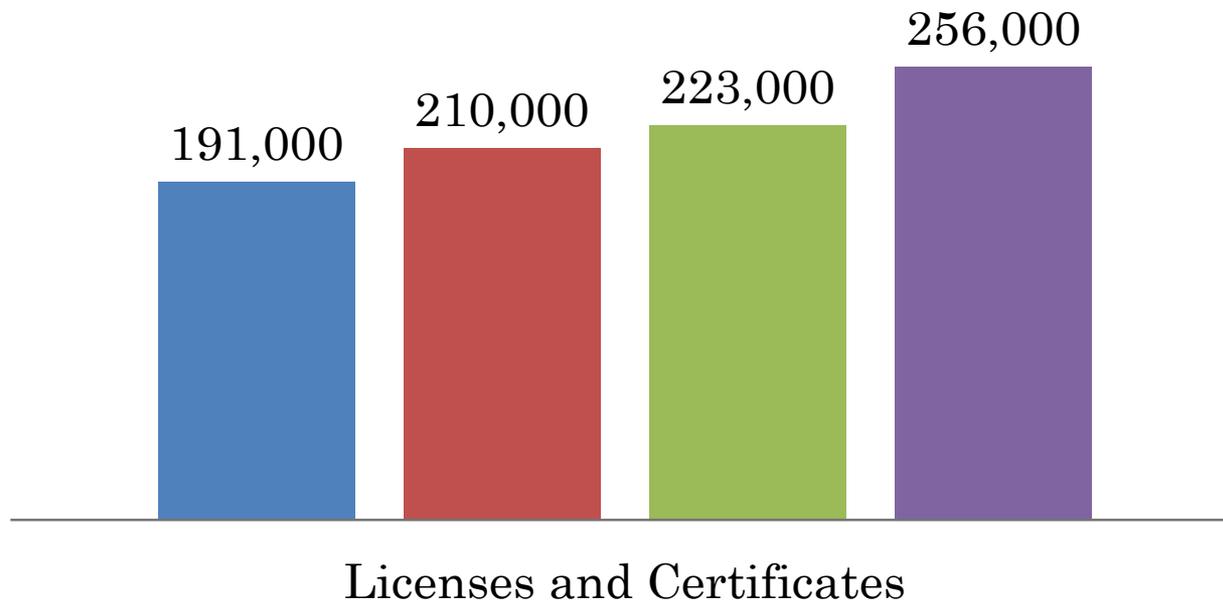
Licenses and Certificates (FY13): 265,832



INCREASE DEMAND 2013

Licenses and Certificates

■ 2002 ■ 2006 ■ 2008 ■ 2013



COMPLIANCE REFERRALS

Type	Total Number	Referred to Compliance
Licensure by Examination	11,280	1,922 (17%)
Licensure by Endorsement	2,635	364 (14%)
Total	13,915	2,286 (16%)

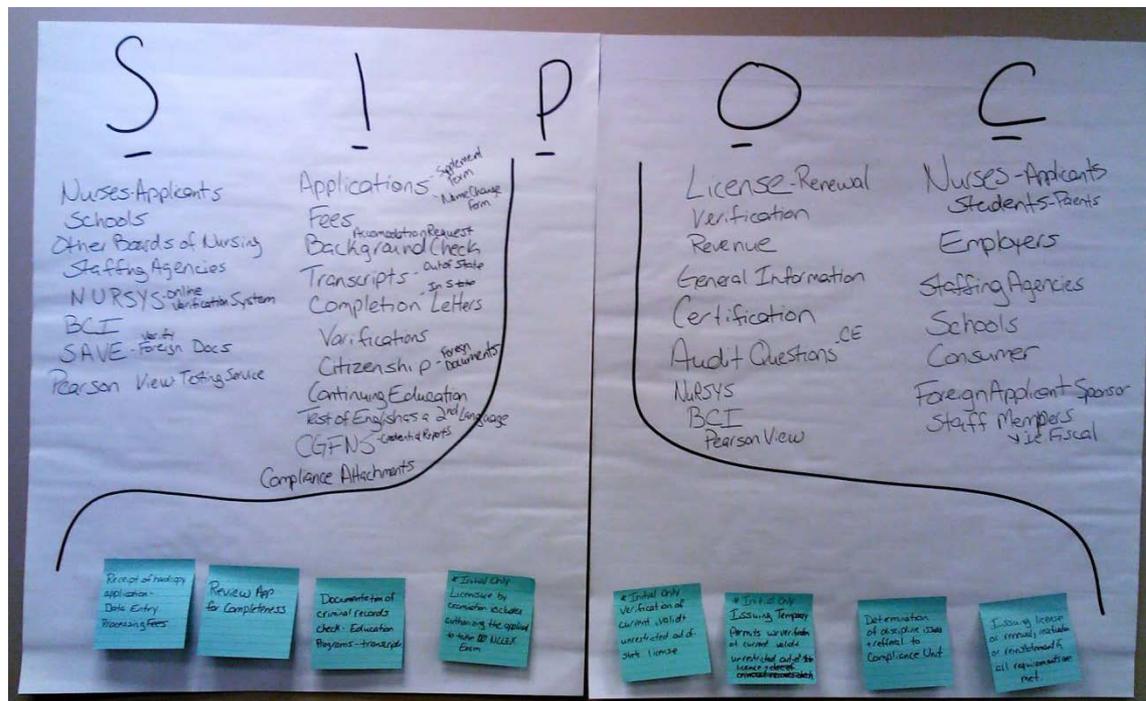
BASELINE DATA

- For every examination applicant there are at least four related documents, and even more application-related documents for licensure endorsement applicants that arrive in separate mailings.
- During FY12, the Board processed approximately 16,979 registered and licensed practical nurse applications and a minimum of 67,916 documents for initial licensure alone.
- The Board achieved an online renewal rate of 97% for RNs and 99% for both APRN and CTP renewals.

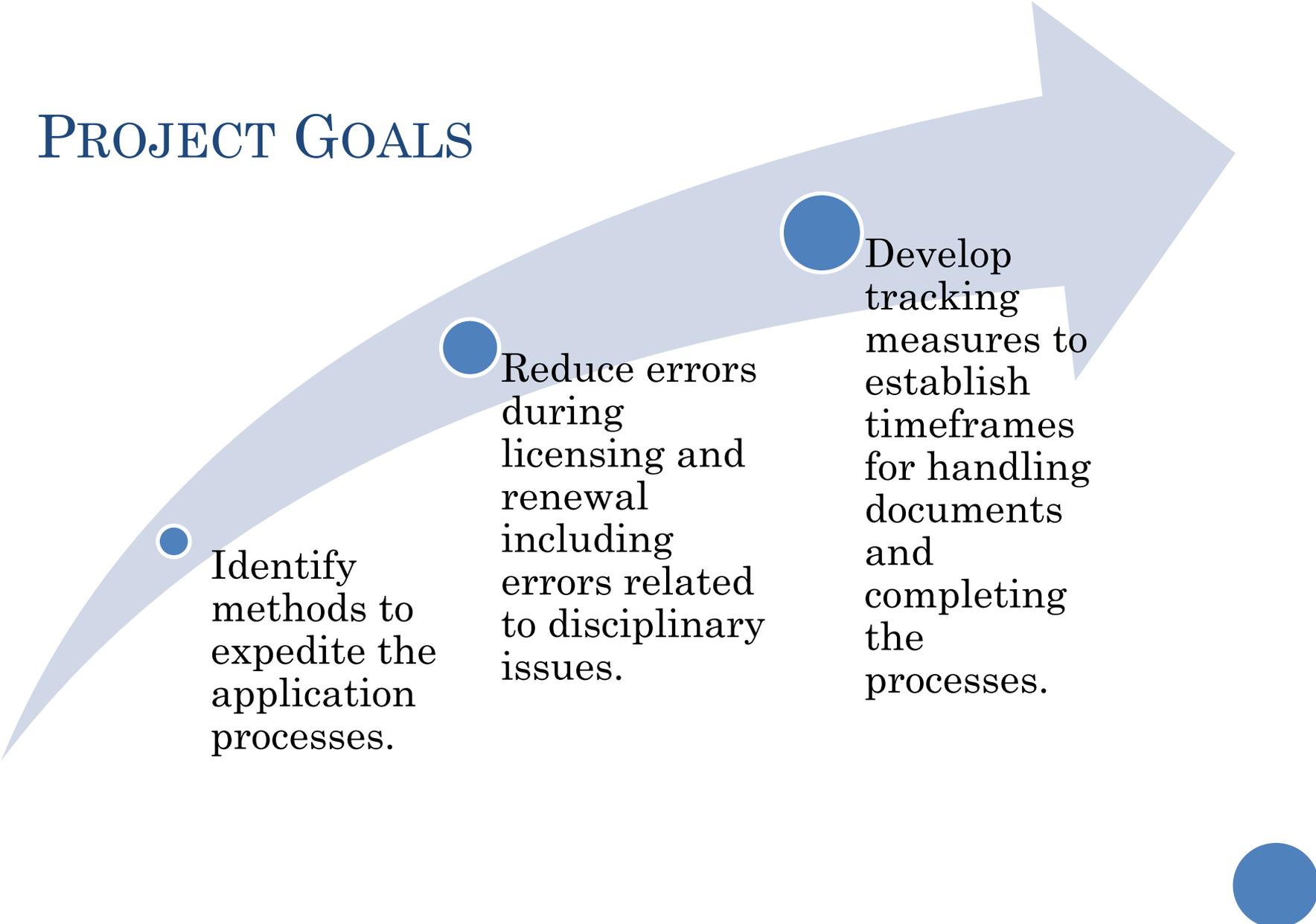


HIGH LEVEL PROCESS - SIPOC

Suppliers Intputs Process Outputs Customers



PROJECT GOALS

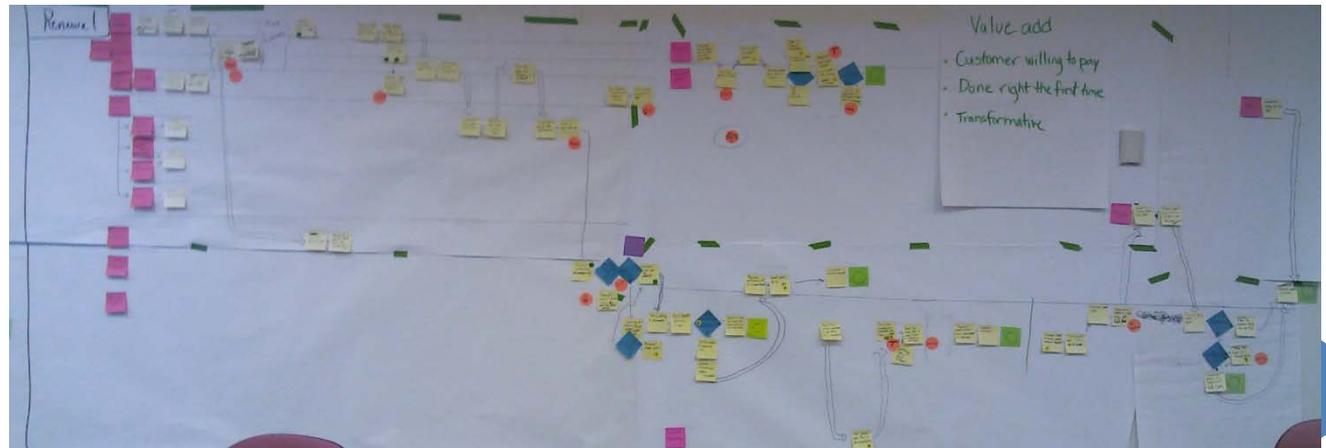


Identify methods to expedite the application processes.

Reduce errors during licensing and renewal including errors related to disciplinary issues.

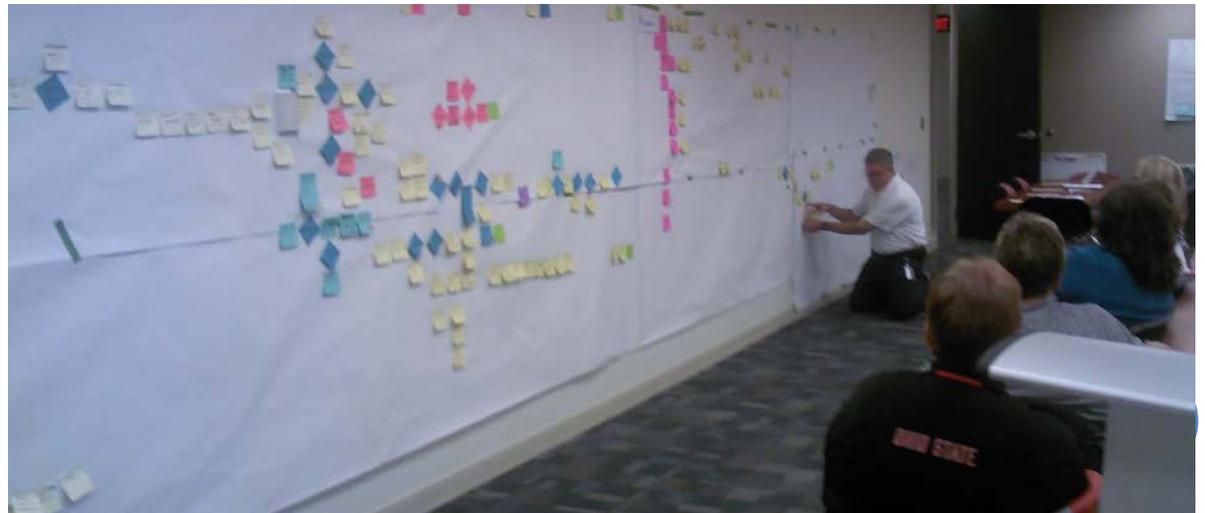
Develop tracking measures to establish timeframes for handling documents and completing the processes.

CURRENT STATE

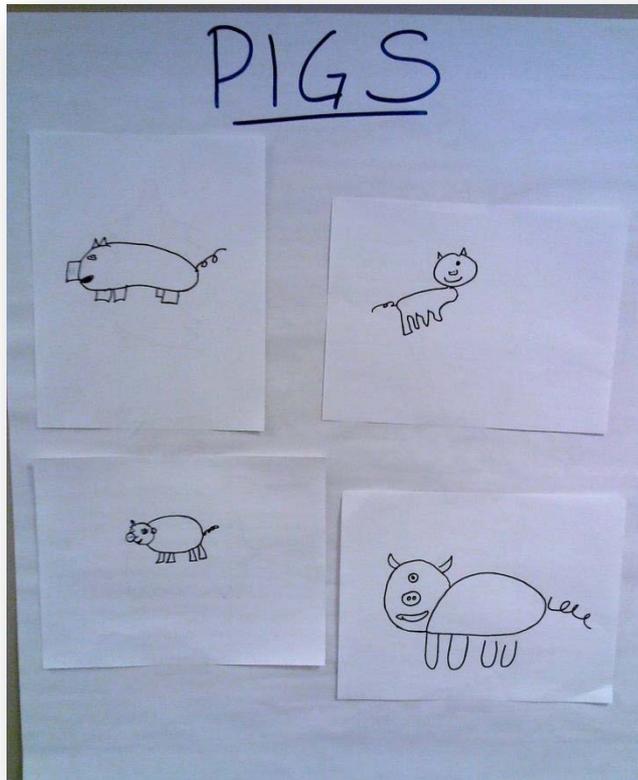


CURRENT STATE PROCESS MAP

- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- Too Much Rework
- TIM U WOOD



STANDARDIZATION



THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS

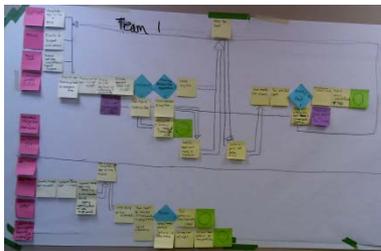




CURRENT STATE



FUTURE STATE



SCORECARD

Measure	Current Level	NEW	Change
Initial Examination and Endorsements			
Process Steps:	82	26	68%
Handoffs	9	5	44%
Delays (total)	29	8	72%
Process Lead Time	19-100 Days	5-12 Days	73-88%
Cycle Time	15-17.5 Hrs	4-5 Hrs	71-73%
Renewal			
Process Steps:	64	16	75%
Handoffs	12	6	50%
Delays (total)	12	1	91%
Process Lead Time	68-194 Days	2-8 Days	95-97%
Cycle Time	8 Hrs	3 Hrs	62%

COST SAVINGS

- \$86,350 Cost Savings
 - Savings include: lockbox, envelopes, imaging, printing and mailing.
- \$190,760 Cost Avoidance
 - Savings include: reduction of staff time

Board Savings		
	Current	Presently
Lock box	X	\$1,050
Postage	\$9,000	\$9,000
Past cards		\$24,000
Printing	\$7,000	\$74,000
Mailing	\$2,750	
envelopes	\$5,000	\$10,000
Das mail	\$35,000	\$55,000
Scanning	\$5,000	\$20,000
Service (MTC)	\$6,350	
		\$86,350

Postage cleaner M/O in Bank check

Cost Savings \$86,350

Cost Avoidance \$190,760

Time Savings	Present
Data Entry	6 hrs.
Address changes	2 hrs.
Printing & mailing applications	1 hr.
Phone calls (user passwords)	27 hrs.
Revenue deposit faster	2 hrs.
Revenue processing	
\$760 time savings per day	

35 hrs.

\$190,760

MORE RESULTS

- Single Point of Contact
- Better Payment Process
- Less Frustration
- Faster processing
- Better utilization of staff
- Mistake proof forms
- Better use of technology
- Online application process



IMPROVEMENT SUMMARY

Current Key Issues

No single point of contact for compliance issues

Excess calls to retrieve passwords or user ID

No customer transparency in the process

Long processing times for applications

How We Improved

Designated Licensure/Compliance unit liaison

Online retrieval of password and user ID

Utilization of eLicensing checklist

Designed electronic application submission

IMPLEMENTATION PLANS

- IT Plan
- Forms-Checklist
- Communication and Training
- Compliance and Licensure Interface Group
- Payment Group
- Dashboard
- Timeline Tree

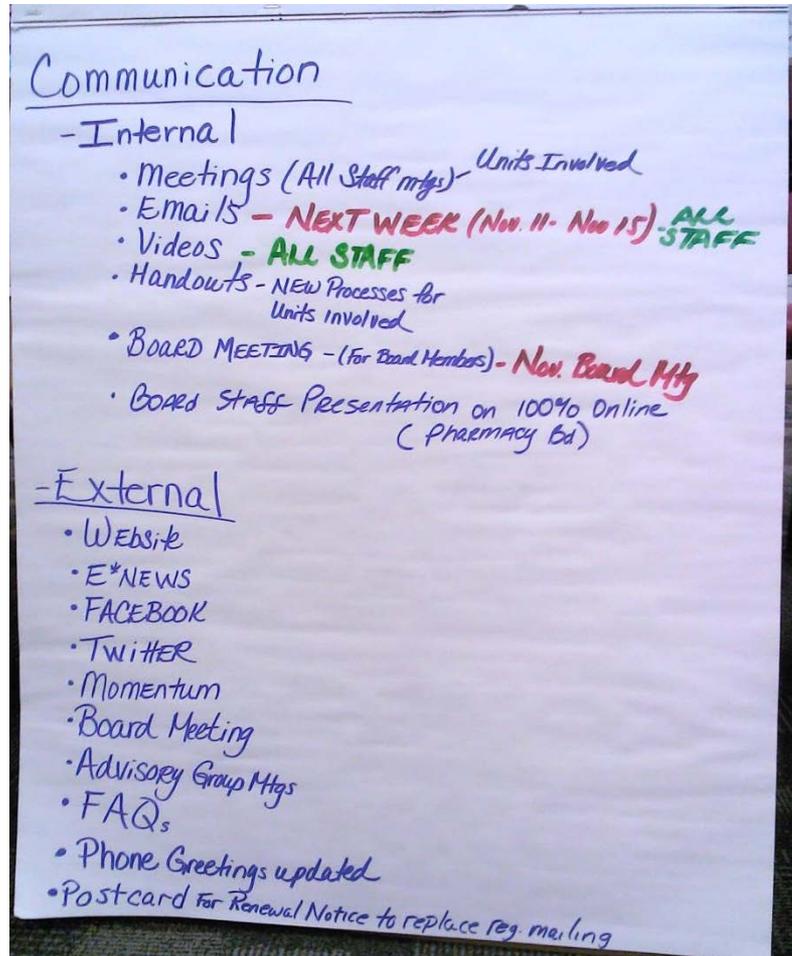


IT PLAN

WHAT	who	when
for by use cred mail address can make main address	Eric, Norm	11/25/13
RENEWAL		
WHAT	WHO	WHEN
update (proof) online Renewal setup	Flip Team	Jan 2014 - Feb 2014
Go live - online		March 2014 (2nd week)
Setup notifications - Email - Textcard - Social Media - Web Access - Adg Allentown Web - Perms Employees	Eric Lesleigh Kathy	planning Jan - Feb 2014 Begin MS March 2014 (2nd week)
ID/Password Renewal	Eric, John, Norm	begin December 2013 Completed & online March 1 2014
RENEWAL Committee Committee 2013 MS / MS 2014 MS / MS Committee Scenarios & selecting take renewals at time of renewal	TBD Eric, Norm, Lesleigh	Begin in mid November December 2013 (1st week)
Go live in 1st	Eric, Norm, Lesleigh	

WHAT	WHO	WHEN
Initial KIEP Applications Update Proof Initial Exam & EVAS app setup (with 2013 test group) and make any Qual Changes with each app in alignment X Conditional Release of ID Set/Enter Dummy apps in test	Lesleigh, Karen S., Kathy Norm Eric, Karen U	NOV 18, 2013 (week off) DEC 2013 (right week)
Test inhouse processing	Karen U, Karen S, Lesleigh, Constance Hanson	
adjustments, lessons learned if staff training	Norm, Karen S., Lesleigh Eric X Constance Hanson	Dec 2013 1st week
Public Announcement / Education for contacts	LOA E. Norm, Eric	1st week Dec 2013 Jan 2014
MOVE Setup to production	Karen U, Karen S, Lesleigh + Constance Hanson	Jan 2014
Adjustments/Corrections	Karen U, Karen S., Norm Eric + Constance Hanson	Jan 2014
Process open to all public announcement	All necessary staff + Constance Hanson	MARCH 2014 1st week
Desktop Scanners & Training for app -> check for scanning docs for entering updates	Eric, John	February 2014 (1 week)
Establish procedures for app contact to complete process for app renewals	John, Karen S., Lesleigh, + Constance Hanson	November 2013 December 2013

COMMUNICATION AND TRAINING



FORMS PLAN

Developed
Customer
Checklist

What ^{Forms}	Who	When
Exam Form Checklist	Lesleigh/ Ruchi	On website by 12/2
ENDB. App. Checklist	Ruchi/ Lesleigh	ON website by 12/2
Exam and Endo. App.	Lesleigh/ Staff	Ongoing review of app. Annual revisions Until online established.

COMPLIANCE AND LICENSURE INTERFACE GROUP

What	Who	When	What	Who	When
Identify Triggers/points			Identify Licensure Renewal Liaison/Backups	Manager/supervisors	Nov 15
Develop Process	Managers, Supervisors, Designee	By Nov 29	Training / Cross Trainings (Licensure & Compl. Unit)	Managers/Supervisor/CL2	Dec 2
Procure Scanners	IT Dept. Licensure/Renewal Managers	Dec 1 st .	Implement Liaison process	CL2 & AA2	Dec 9
Request Procure 4 drawer filing Cabinet (Compl. Liaison licensure) 2 drawer filing Cab. (Compl. Liaison Renewal)	Licensure Sup./Renewal Sup.	Nov 12 th .	Post implement meeting	CL2, AA2, Manager Supervisors	Dec 19

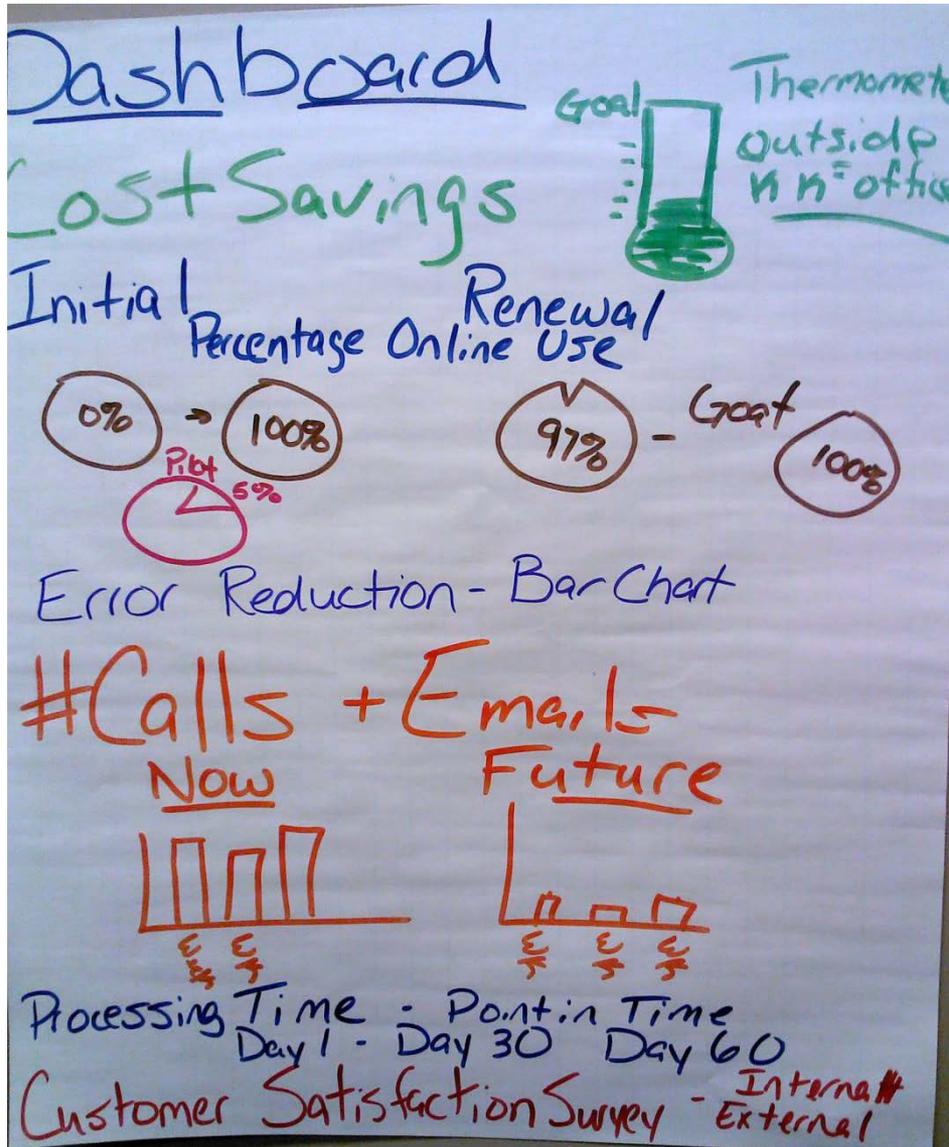
PAYMENT GROUP

PAYMENT GROUP

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
Initial on-line App	5/3 Bank (Bob Perckley) - KK	30 Days Before NEW PROCESS
Reinstatable Fees (what do you do when you cannot make fee) - prevent multiple fee submissions	IT	
Verify payment acceptance	KK	30 Days Before NEW PROCESS
Reactivation / Reinstatement App CC Payment ONLY (Payment Order)	Kathy King / Brenda Murphy	DEC. 20, 2013
TEXT FOR Receipt	Kathy K / Karen Scott	30 Days Before NEW PROCESS



DASHBOARD



TIMELINE TREE



LIFE AS A MEMBER OF A KAIZEN EVENT...



SCORECARD				SCORECARD			
Initial Examination of Endorsements	Current	Future	+/- Change	Renewals	Current	After	Change
Steps	82	26	68%	Steps	64	16	↓75%
Handoffs	9	5	44%	Delays	12	1	↓91%
Lead Time	19-100 days	5-12 days	73-88%	Handoffs	12	6	↓50%
Cycle Time				Lead Time	68-194 days	2-8 days	↓95-97%
Delays	29	8	72%	Cycle Time			



SPECIAL *THANKS* TO...

Ohio Board of Nursing Staff

Sponsor:

- Betsy J. Houchen, Executive Director, Ohio Board of Nursing

Team Leader:

- Lesleigh Robinson, Program Manager

Subject Matter Experts:

- Holly Fischer, General Council, Ohio Board of Nursing; Norm Heading, Program Analyst Specialist, DAS; John Verdes, DAS

