



ODI

Ohio Department
of Insurance

Department of Insurance

Kaizen Event Report Out

Licensing Division

March 29, 2013

License Sea Turtles



The Team

- Michelle Rafeld
- Karen Vourvopoulos
- Jacque West
- Patty Black
- Jennifer Bennett
- Holly Keeler
- Sanna Lowe
- Mary Ellen Mazak
- Mugsy Reynolds
- Geoff Dutton, Ohio Department of Public Safety

Stakeholders

- ODI Licensing Staff
- Applicants for an Ohio Insurance License
- Licensed Insurance Agents and Agencies
- Insurance Companies
- Industry Associations
- Education Providers
- Prometric, ODI's Examination & Education Vendor
- General Public
- Other State Department of Insurance Licensing Divisions

Background

The Ohio Department of Insurance (ODI) Licensing Division (Licensing) receives approximately 30,000 initial license applications from potential candidates. As the result of a license renewal mandate implemented in 2011, the Division additionally processed over 133,800 renewal application in a two year period. The Licensing Division strives to ensure the licensure process is as efficient as possible so new agents are able to quickly enter the market place and begin assisting Ohio consumers.

Scope of Event

Beginning Step: Applicants, agents, and pre-licensing education providers submit initial and renewal applications to the Department for consideration.

Final Step: The Department issues a decision to the initial or renewal application.

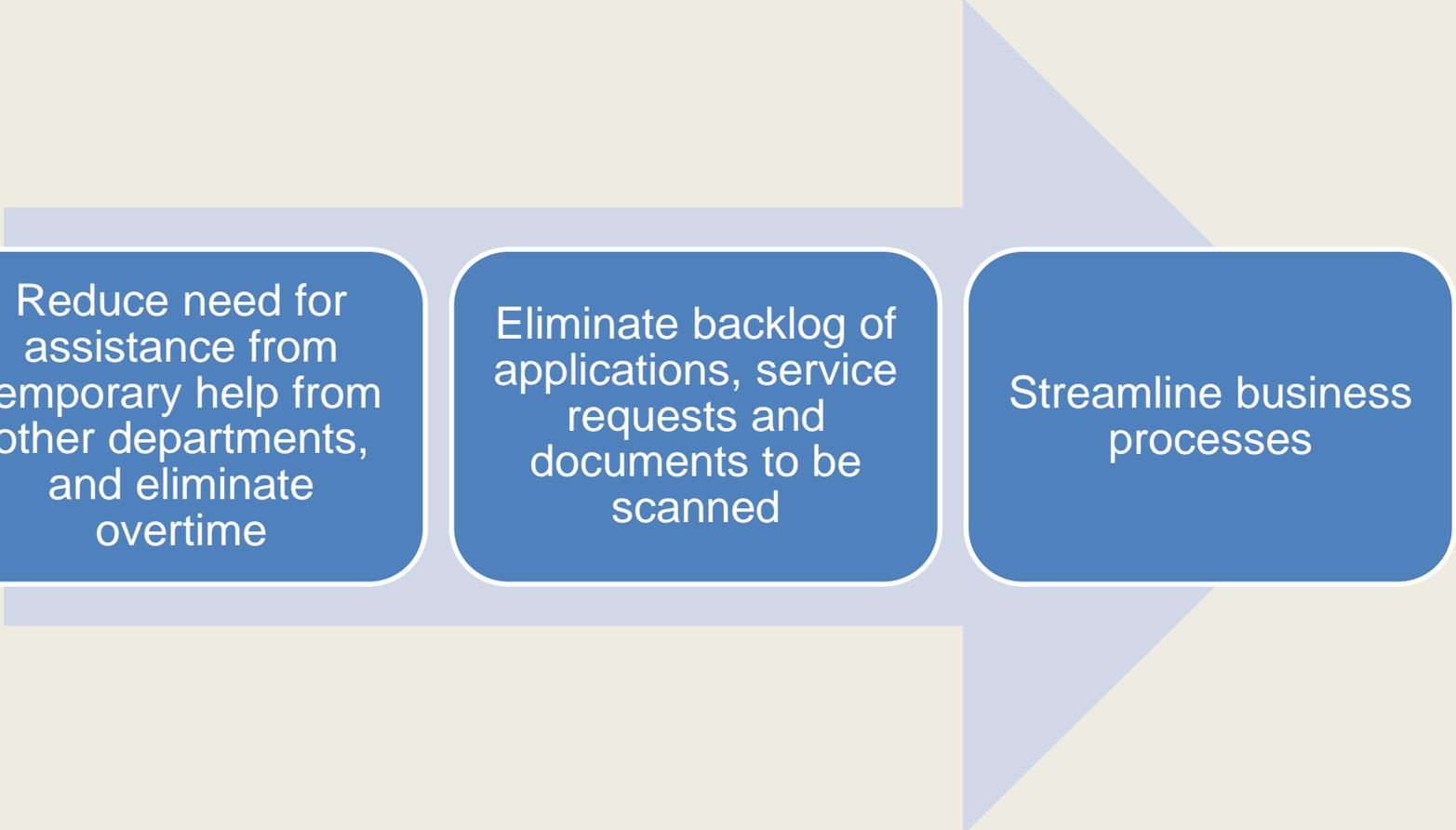
Overarching Theme: reduce backlogs, shorten processing time, and improve efficiencies while maintaining high quality, consistent, and accurate customer service levels.

Out of Scope

The basis for transformation is improving the process with...

- ◎ 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

Project Goals



Reduce need for assistance from temporary help from other departments, and eliminate overtime

Eliminate backlog of applications, service requests and documents to be scanned

Streamline business processes

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

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning and Level Setting:	Day of Discovery:	Day of Improvement:	Day of Design:	Day of Fine Tuning and Communication :
Getting everyone on the same page	Making the invisible visible	Creating the new process	Implementation & action planning	Celebration & sharing results

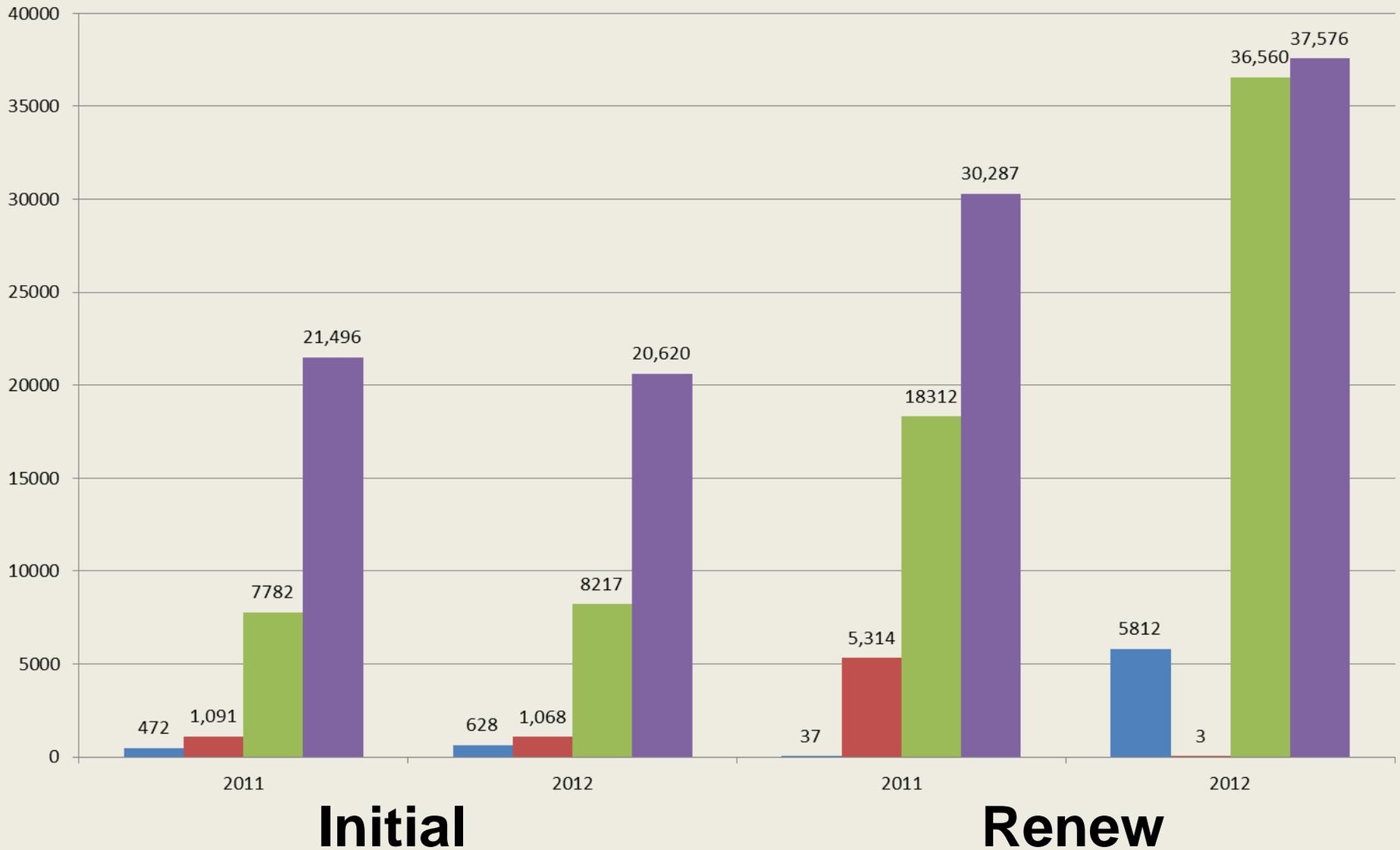
At the end of the week, the Kaizen team has designed dramatic operational improvements and plans for 30-60-90-day follow-ups

Baseline Data

Customer Data	
Existing License Holders (as of 3/8/13)	205,000
Applicants for Licensure (Annually)	30,000
Insurance Companies	1,700
Education Providers (as of 3/8/13)	478

Incoming Items within last 12 months	
Initial Applications	33,039
Renewal Applications	79,931
Address Changes	5,650
Calls per year	84,000

■ Business/Resident ■ Business/Non-Resident ■ Individual/Resident ■ Individual Non-Resident

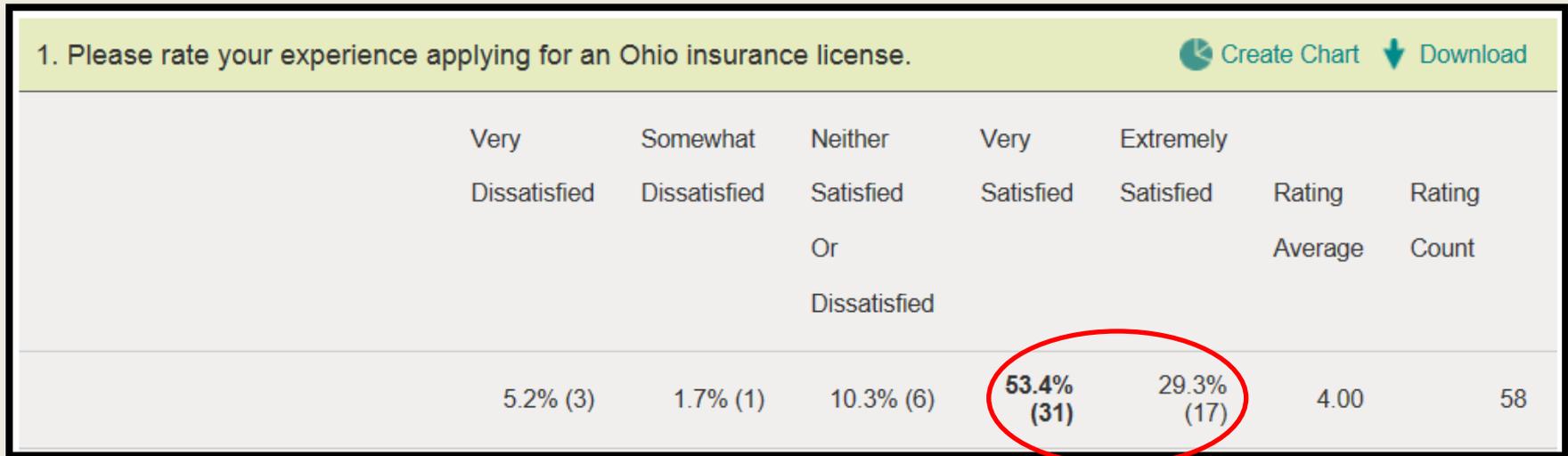


Voice of Customer



**Customer Focus
Group
Customer Survey
Results**

Voice of Customer: Customer Surveys



“They were great and spent the time to email me the steps that I needed to follow to renew my Ohio license. I was able to follow step by step and renewed my Ohio license as a non-resident. Thanks.”

Voice of the Customer

ODI Customer Focus Group

Follow up when application not auto approved

On-line status of License

Liked the ODI late penalty fee structure

Need consistent contact process: email and letter

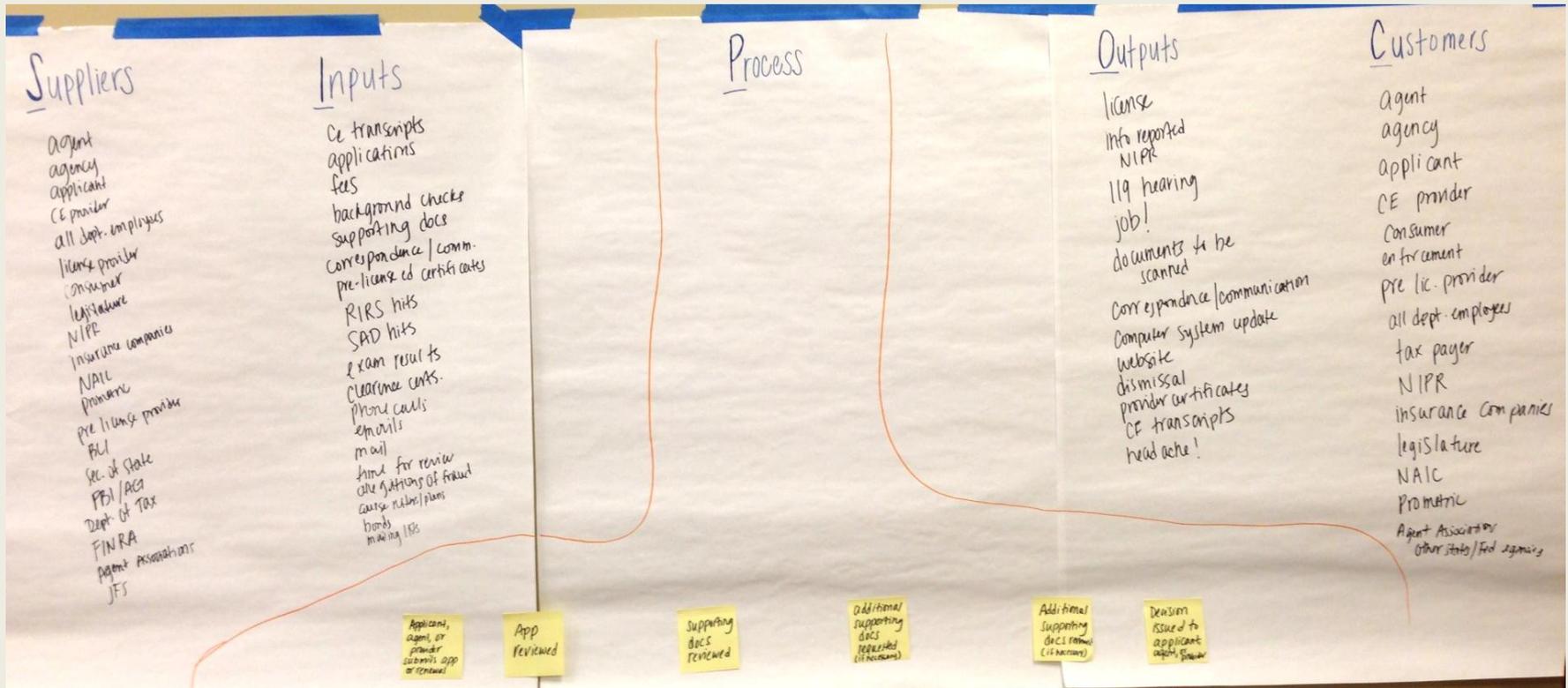
Great communication about renewal change

CUSTOMER Focus Group —
What does Insurance do well?

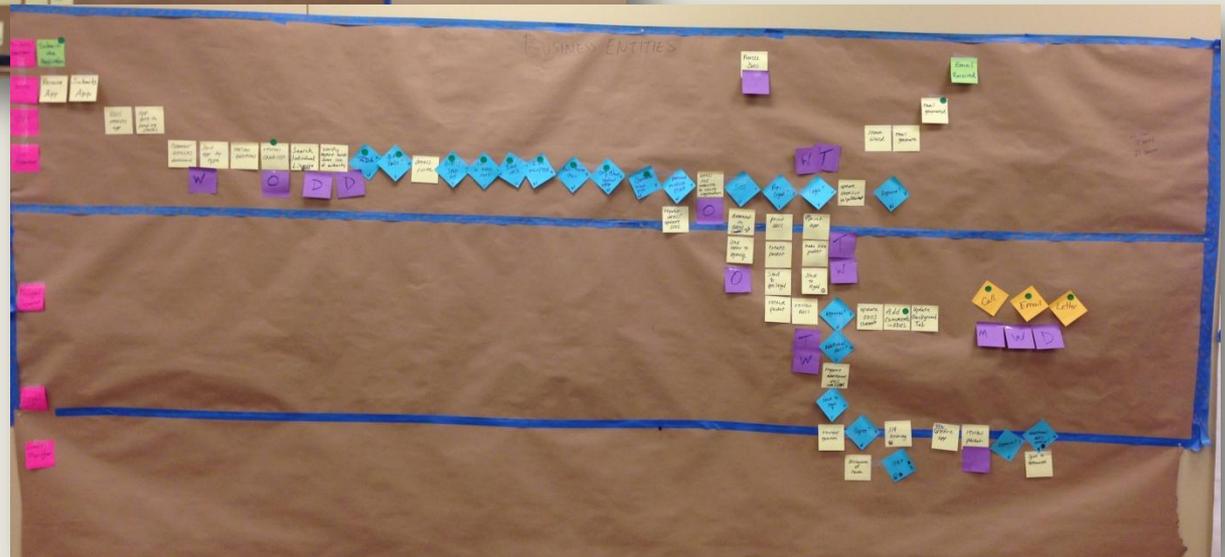
Compliance
Great communication abt renewal change
Staff is knowledgeable
1st person I talk to can give me good answers
Responsive, helpful
Automated process quick
New ODI system streamlined!
(didn't have to fax anything)

Appointment renewal process is efficient
Liked the old late penalty fee structure
Can do CE credits online
Only have to submit supporting document one time, warehouse will grab.

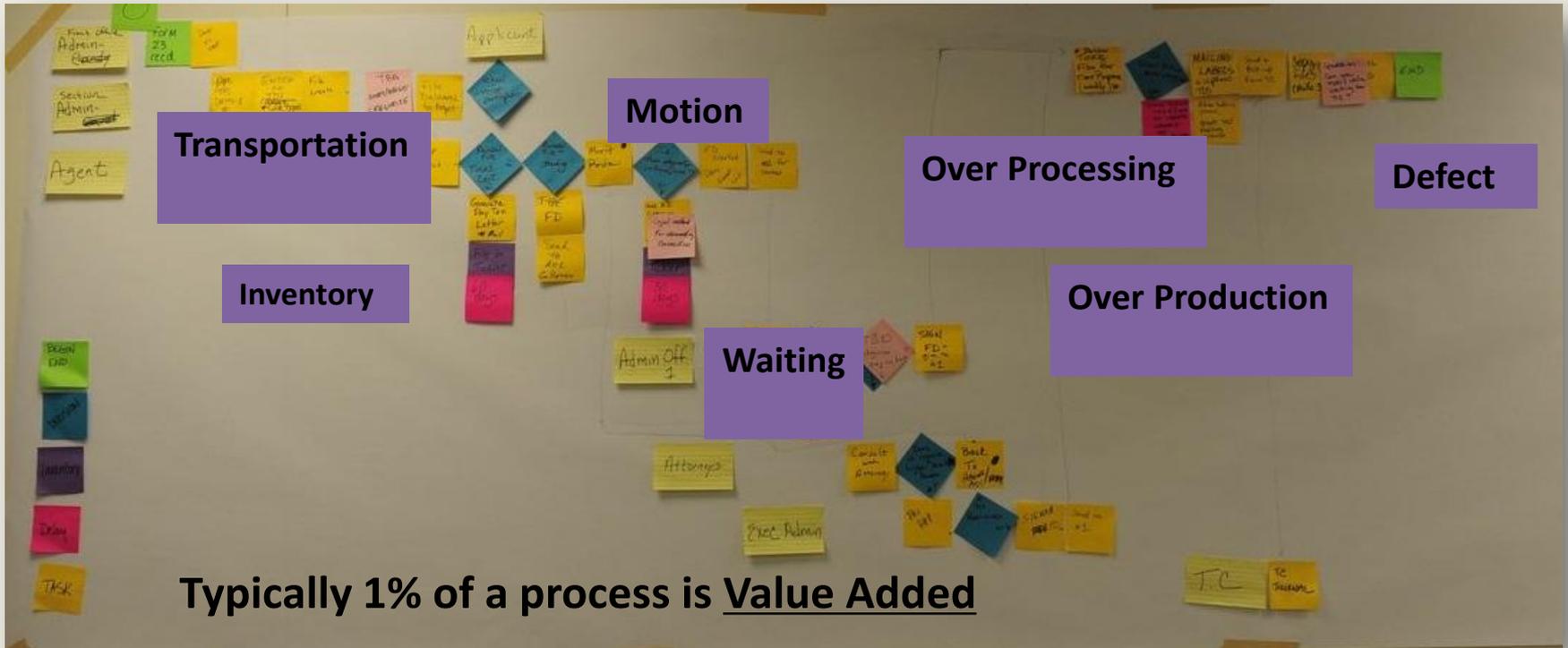
High Level Process - SIPOC



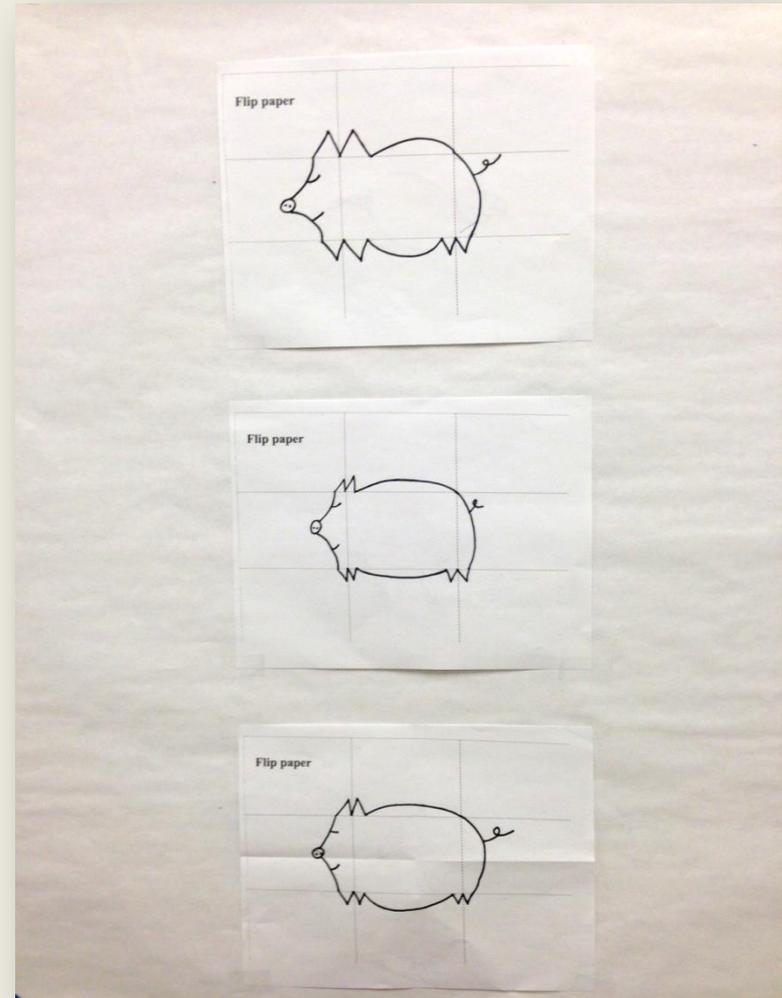
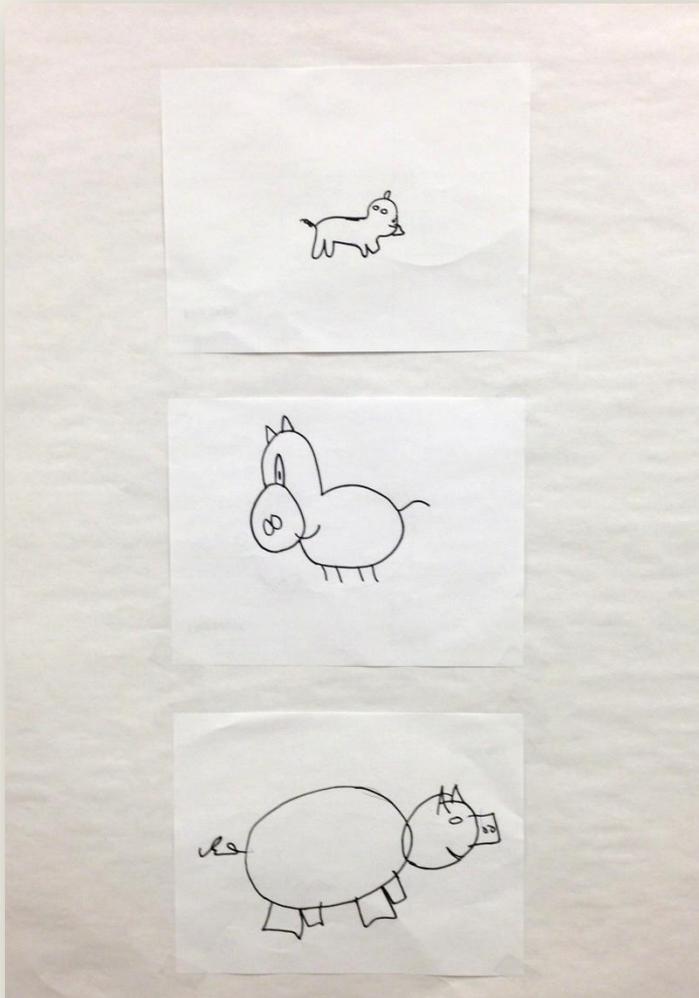
Current-State Process Map



TIMWOOD



Review of Standardization

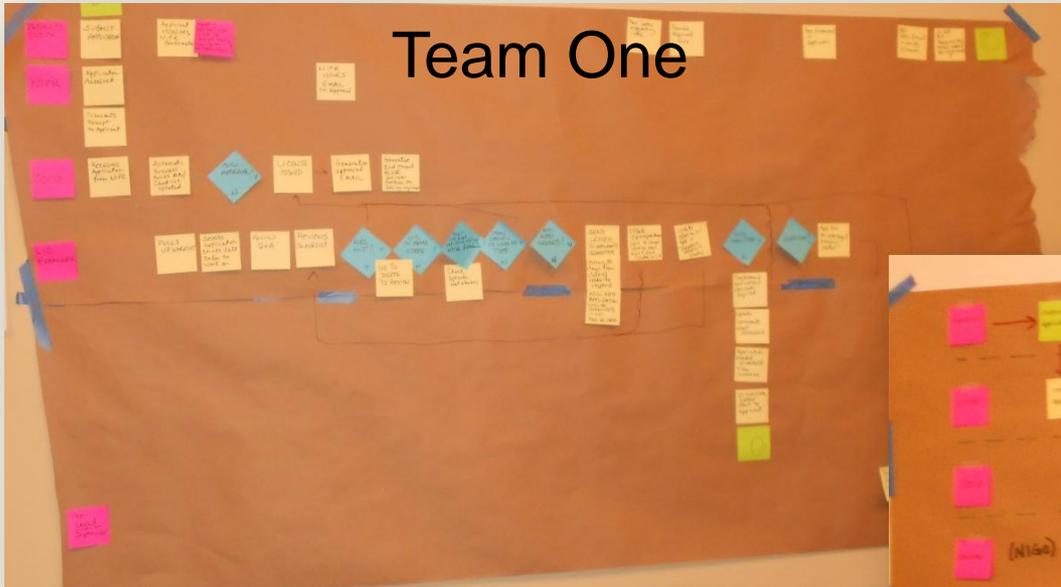


Top Three Brainstormed Ideas

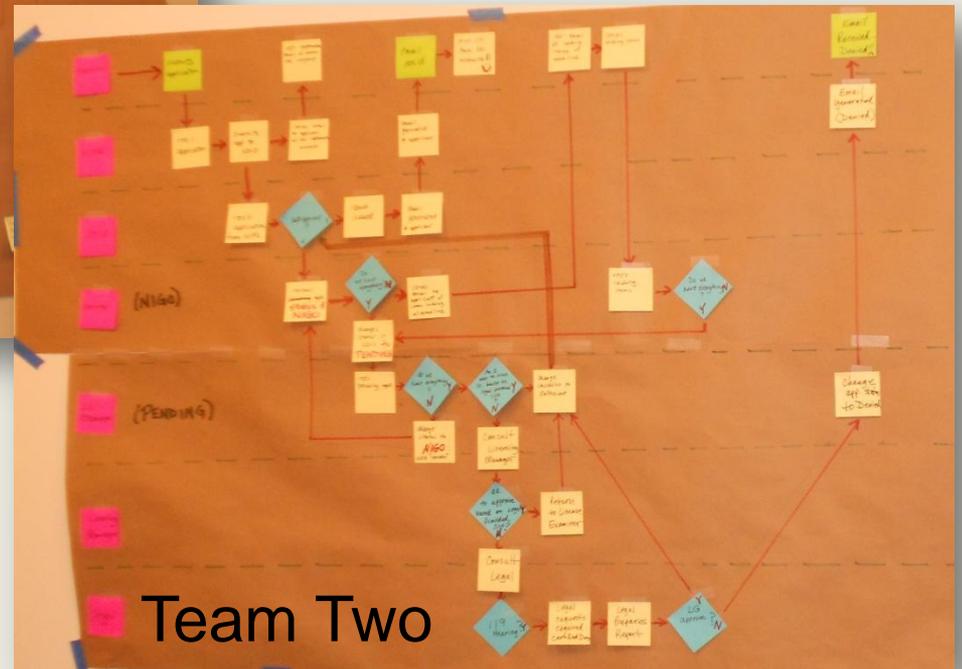
- Standardized Communication
- Increased Cross Training
- Customer Focused
Enhancements to the Website

Clean Sheet Redesign

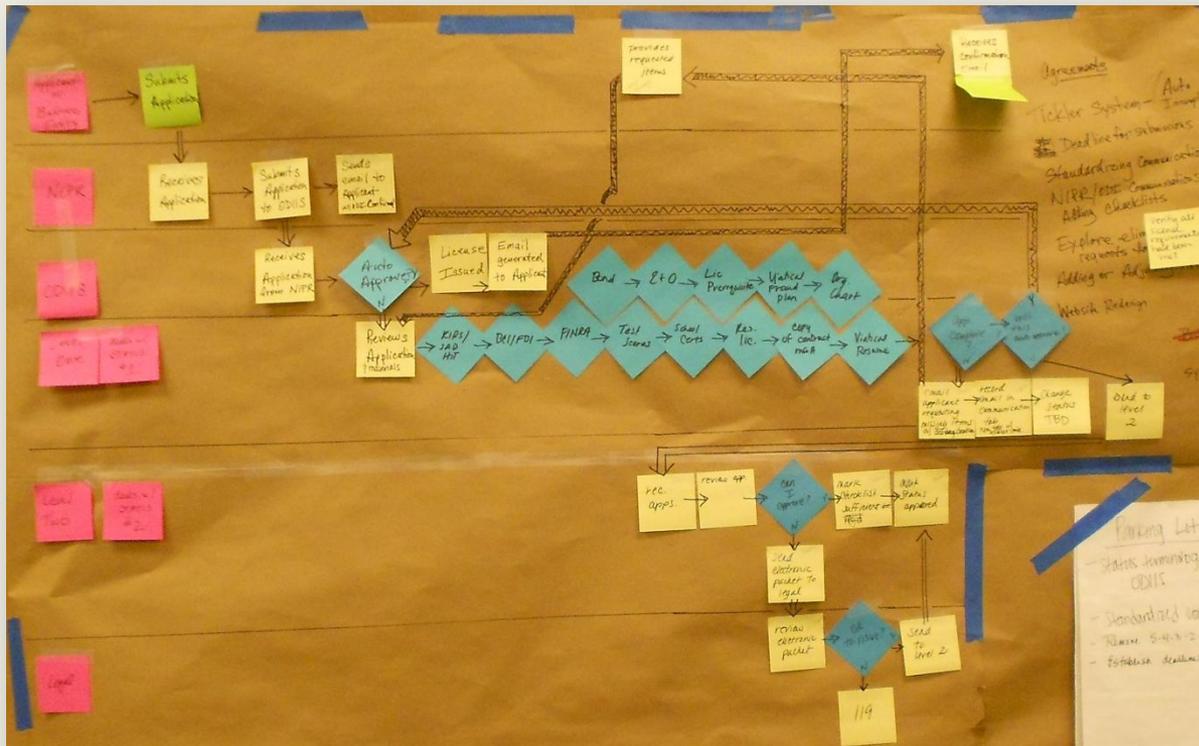
Team One



Team Two



Future State

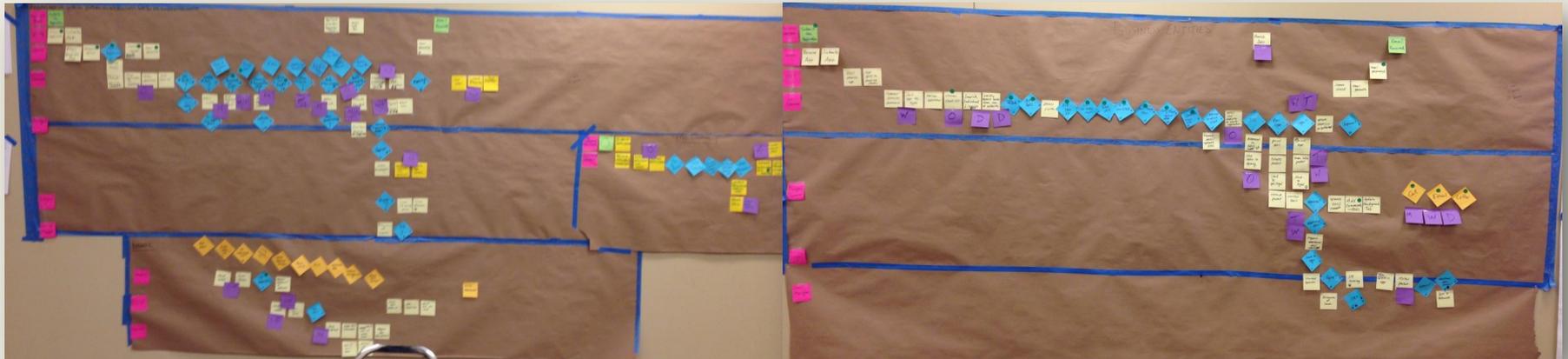


Old Process: Two Separate Processes

Individual Applicant: 57 Steps 26 Decisions

Business Entities: 62 Steps 21 Decisions

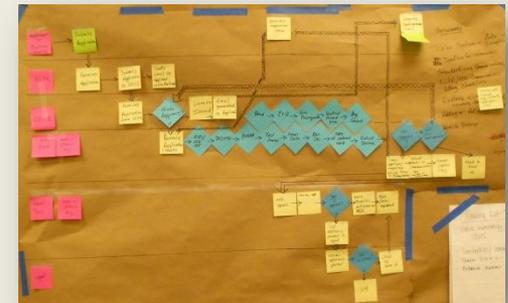
Two Processes



One Process!

New Process

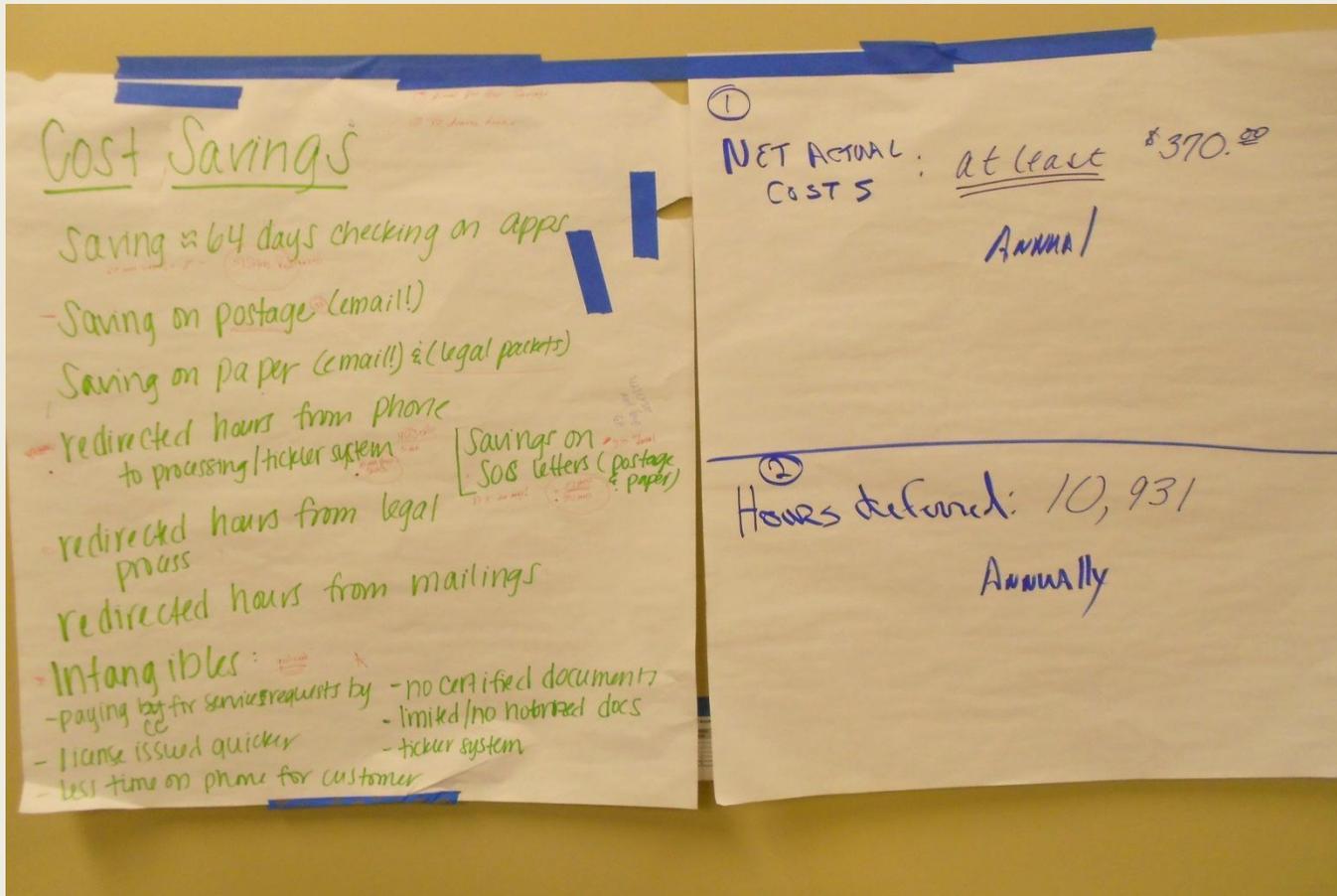
42 Steps 19 Decisions



Scorecard - Process

Measure	Current Level	NEW	Change
Process Steps			
Individual Applicant	57	42	64%
Business Entity Applicant	62		
Decision Points			
Individual Applicant	26	19	59%
Business Entity Applicant	21		
Process Lead Time			
Individual Applicant	9½ - 97½ Days	1-33½ Days	70%
Business Entity Applicant	4-18 Days		

Cost Savings



Direct cost savings and person hours deferred

Intangible Results

- License Issued QUICKER to Customer!
- Website Changes
- Centralized Licensee Checklist
- ODIIS Updates (Tickler)
- 30 Day Deadline
- Standardized Letters
- No Certified Letters
- Less Time Spent on the Phone

Action Registers

- Communication
- Backlog
- Training
- Website Suggestions
- Checklists
- Customer Service

Communication Plan

Standardize Communication Action Register

What	Who	When
Website Redesign FAQs See website redesign pages - Access to previous CE transcripts	Karen	April May (June)
NIPR - Ohio Language Intro changes & list required docs - Applic. Response language (submit) email too	Karen	April (30 days internal 90 days NIPR wait) Sept 1 earliest
ODHS - Approved - Not approved - hissing - please submit 30 days - Standard letter - Dismissal	Karen IT	60 days
Status Inquiry Response (promote) Utilize up used tools	Karen IT	
Select terms to use Train people	Karen	April
Scripts for answering phones	Jacquie	(dependent on other items)

Communication Plan

What	Who	When
• Contact NIPR	Karen	April 10 th
• Weekly mtg w/IT	Michelle	April 10 th
• Communicate w/ Licensing Staff	Karen	April 1 st
• Agents/Agencies - Website/e-mail & Qtry mtgs	Communications	April 10 th
• Checklist for Legal	Karen + staff	April 1 st
* Monthly Licensing staff mtg * Post changes to Insider (newsletter)		Internal Communication

Backlog Plan

Backlog

<u>What</u>	<u>Who</u>	<u>When</u>
- R NR on Hold Apps	Jacque/KV	April 19th
- Initial Pending Apps	Jacque/kv	April 19th May 3rd
- Pre Legal Holds Apps	Jennifer/ Jacque/KV	April 19th
- Pre Legal Pending Apps	Jennifer/Jacque/ KV	April 26th
- Renewals	Jacque/kv/sanna	April 19th
- Scanning	Jacque/kv	

* Contact applicants w/ dead line & close apps if not rec'd!

* retain temps ~~and~~ hire staff until up to date perm customer staff

Training Plan

Training

All Licensing Staff

- New Process ~~by 4/15/13~~ K.V. + Jacque by 4/5/13
- Cross-Training " K.V. + Jacque by 5/31/13
- New ODHS updates " K.V. + Jacque 4/2013 - 4/2015
- New Website Training " K.V. + Jacque by 6/15/2013

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Customer Service/central Licensing Phone Staff

- Phone System Training mugsy! " by 5/31/13
- Phone Standards (Etiquette) " by 4/30/13
- Standard Response Training " by 4/30/13
- Front Desk Training " by 4/30/13 + as needed
- ODHS Training " ? 4/2013 - 4/2015
- Website Training " by 4/15/13
- Scanning/Indexing/Prepping " by 4/30/13
- Mail Handling " by 4/30/13
- Service Request Processing " by 4/30/13

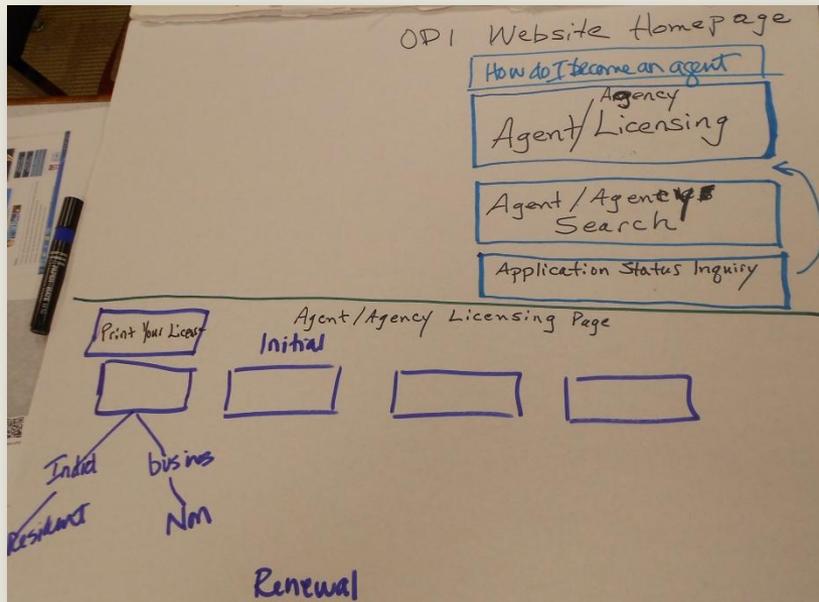
Legal:

- New License Process (Elec. Application Review) " by 4/19/13
- Training on Accessing Lic. Databases (CI-Vice, Attach, Standard ODHS) " by 5/15/13

INTERNAL + External Stakeholders (Agents, Agencies, Applicants, NIPR Assoc. Etc. Prudential, etc.)

- New License Process Michelle + K.V. 4/30/13
- Website Changes " by 8/15/13

Website Suggestions



Website Changes: Suggestions

- Front Page Link to Instructions on how to Apply for Licence
- ^{New Page} Licence Type ~~Page~~ Buttons (Renewal)
 - man
 - sep Pages- All info + checklist!
- User Friendly - Remove lists
- Focus Group to help design
- Look at other websites - Benchmark (irs - Kentucky Doc)
- Search Criteria on Agent Locator
 - ↳ change language
 - Instructions Enhance - Scroll
- Status of Application Inquire
- ? CE Credit Available?
- Credit Card Payment
- Online Service Request

Website Suggestions Part 2

- Live Chat on Website
- Electronic Surrender Form/Individuals
- Inactivation Form

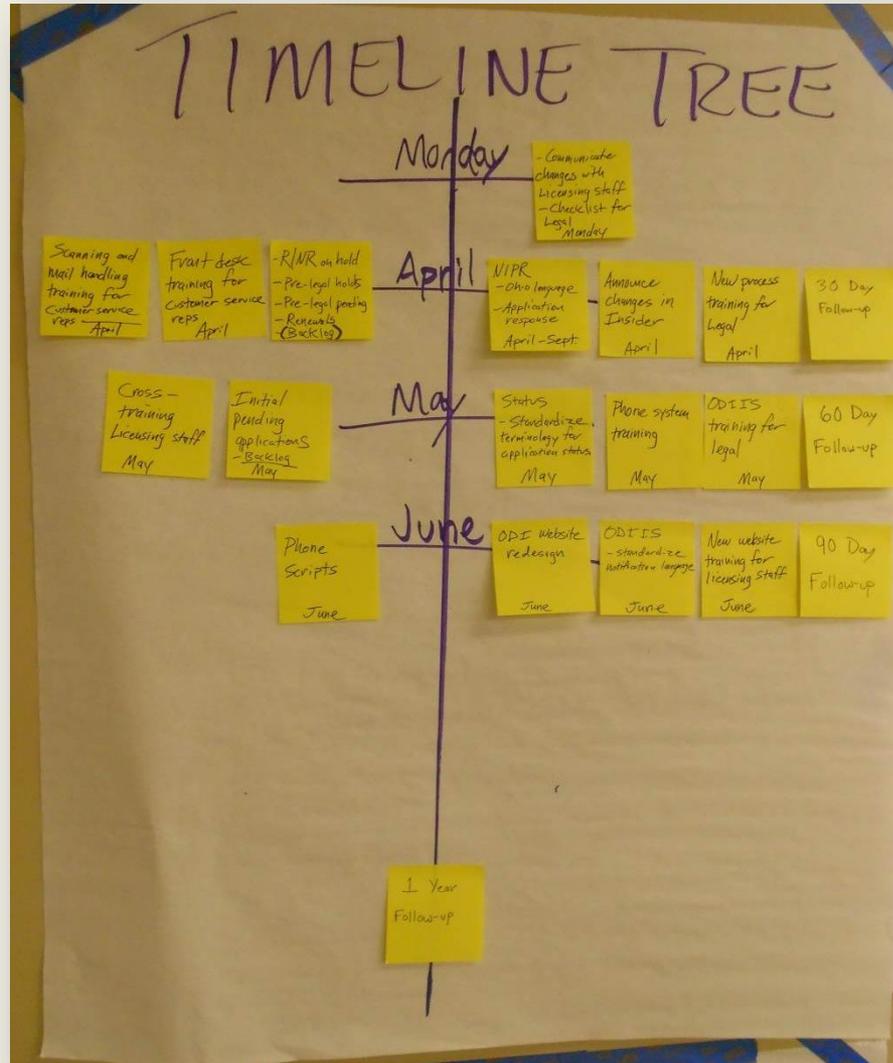
Checklists

Checklists:

- 1). Major Lines Resident (Initial)
- 2). Major Lines Non-Resident (Initial)
- 3). TPA (Initial)
- 4). Viatical (Initial)
- 5). TPA (Renewal)
- 6). Viatical (Renewal)
- 7). Title
- 8). Surety Bail
- 9). Limited Lines - Initial
- 10). Limited Lines - Renewal
- 11). Surplus Lines
- 12). PIA
- 13). MGA
- 14). Portable Electronics
- 15). Reinsurance Intermediary
- 16). Title Ins. MKT. Reps.
- 17). PIAA's

- Buttons for each Lic. Type/category
- All information about int./renewal/fees/education on pg.
- Links to NIPR System on each pg.
- Front page button/link to take applicant right to page
- Include ability to check license status for applicants

Timeline Tree



Customer Service Support

ACTION REGISTER
CUSTOMER SERVICE

What	Who	When
Explore possibility of Emily assisting w/ specific tasks	Michelle Melissa Karen	Next week
Talk w/ staff about rotation of phone duty - schedule	Bus. unit Suprs	next week
Talk w/ Exec. about retaining temps to reduce backlog (before April 30)	Melissa Michelle	Next week
Discuss w/ staff about how to redistribute job duties & get input on processes	Bus. unit Suprs	April

Perfect world
ESTABLISH CUSTOMER SERVICE / SUPPORT TEAM

WOULD-HANDLE:

- INCOMING TELEPHONE CALLS / VOICEMAIL MSGS / E-MAILS
- OPEN / DISTRIBUTE MAIL
- SERVICE REQUESTS
- Address changes / Clearance letters / license surrenders
- BUSINESS ENTITY CHANGES (ONGS)
- PREPPING DOCUMENTS / SCANNING DOCUMENTS / INDEXING
- RETURNED MAIL
- ODIIS Updates
- HANDLE FAXES
- INPUT PAPER Applications
- MONTHLY MAILINGS
- FRONT DESK COVERAGE
- ISITE ALERTS
- ENTERING OF NON-ELECTRONIC SUBMISSION OF PRE-LICENSING items
- PUBLIC RECORD REQUESTS

What begins Monday?

- Communication with Licensing Staff
- Checklist Provided to Legal
- Customer Service Focus



Improvement Summary

Current Key Issues

- Decreased application processing time
- Reduced backlog and follow-up phone calls
- Improved communications

How We Fixed It

- Designated phone/customer service staff to allow examiners to concentrate on completing applications
- Issuing an initial checklist email requesting missing information, establishing a deadline for requested information and creating a tickler system
- Standardized communications

Life as a Member of a Kaizen Event Team...



Special *THANKS* to...

Senior Leadership:

Jillian Froment, Deputy Director

Sponsor:

Tynesia Dorsey, Chief Administrative Officer

Steve Martindale, Chief Regulatory Officer

Michelle Rafeld, Assistant Director, Fraud, Enforcement & Licensing

Team Leader:

Karen Vourvopoulos, Chief, ODI Licensing Division

Jacque West, Assistant Chief, ODI Licensing Division

Subject Matter Experts:

Tina Chubb, IT, LeAnn Sanderson, IT, Vadim Koganor, IT, Robert Morgan, IT, Fred

Schoen, IT, Darcy Moulin, Legal David Barney, Enforcement, Diane Wiggins, Fiscal, Emili Lewis, Human Resources, Chris Brock, Communications

Joya Baldwin, Fiscal

Customers:

Nationwide, Hondros College, Safe Auto, OPOC