



Department of
Medicaid

John R. Kasich, Governor
Barbara R. Sears, Director

Green Belt Lean Six Sigma Project Report Out

John Haller

Ohio Department of Medicaid

February 15, 2018

Notice of Operational Deficiency

The NOD Squad



Ohio Department of Medicaid

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Background / Scope

Background: During an agency reorganization an existing backlog was identified

Opportunity Statement: Clear existing backlog and establish a more efficient process to handle NOD's in the future

Metrics: Clear Backlog, Decrease Rework, Process New NOD's within 7 business days

Scope

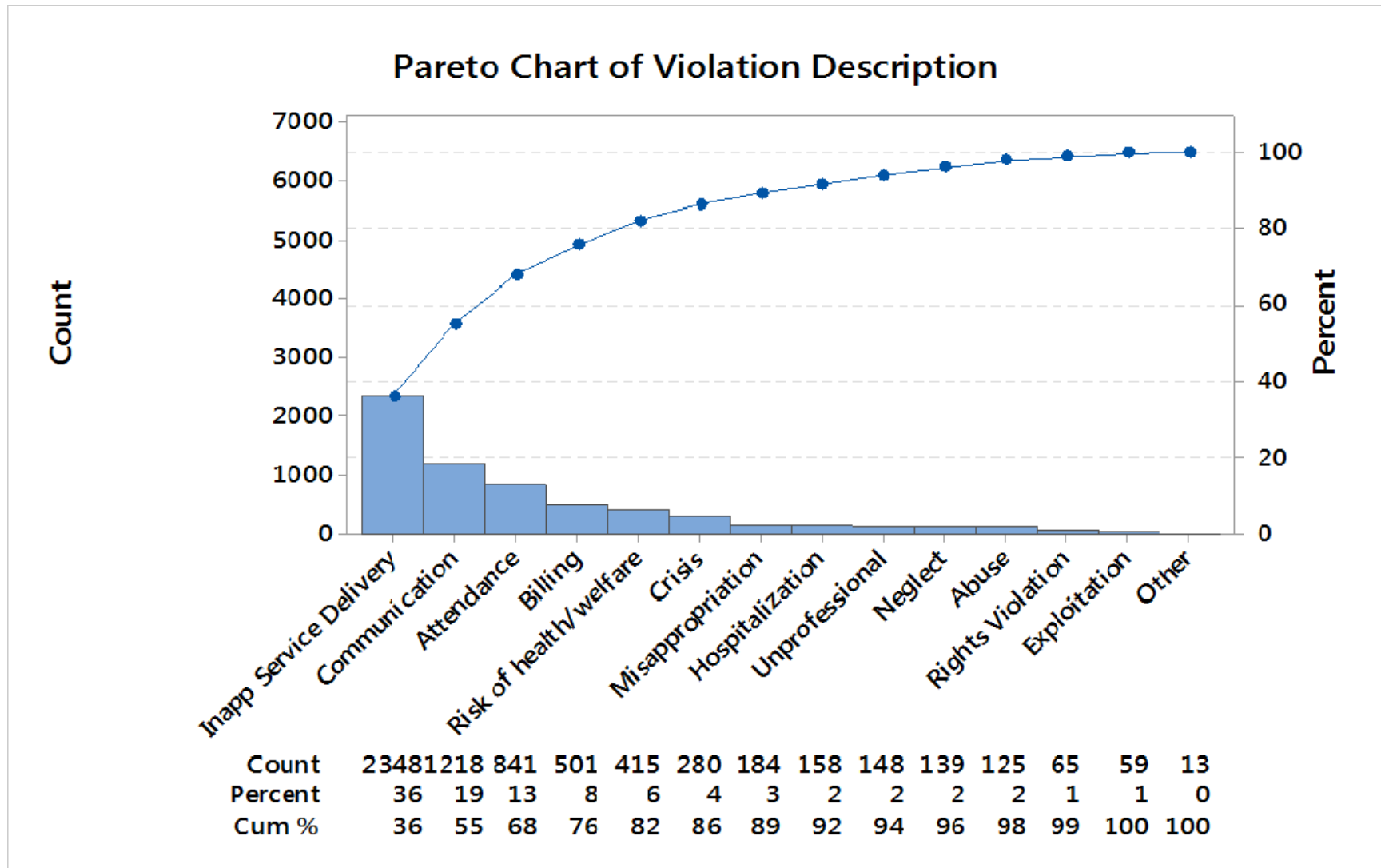
First Step: NOD referral received from vendor

Last Step: NOD referral is reviewed, a determination is made if NOD is valid, if so, NOD is issued

Voice of the Customer

- We have to clean up the backlog immediately
- Need better tracking/reporting, one place for everything at a glance, a master spreadsheet instead of multiples?
- Vendor could send overpayments directly to State Utilization Review. ODM to monitor
- Too many reworks, letters, etc. Need standardizations, letters, templates, checklist etc.

Reasons NOD's are Issued



Project Goals

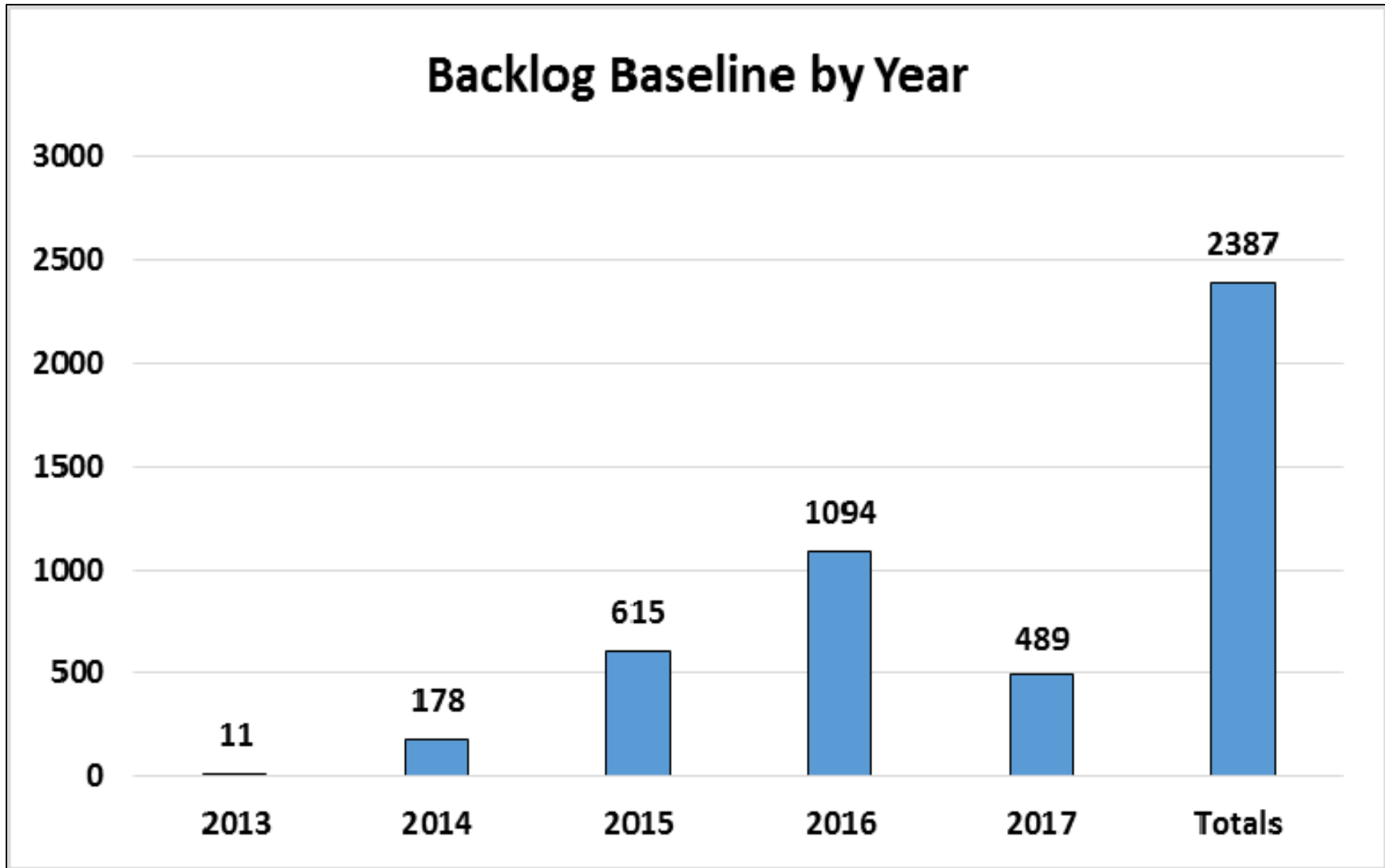
Goals

- Clear existing backlog
- Develop a streamlined process
- Clearly define staff roles and responsibilities
- Reduce the amount of rework
- Standardize letters, templates, forms and reporting

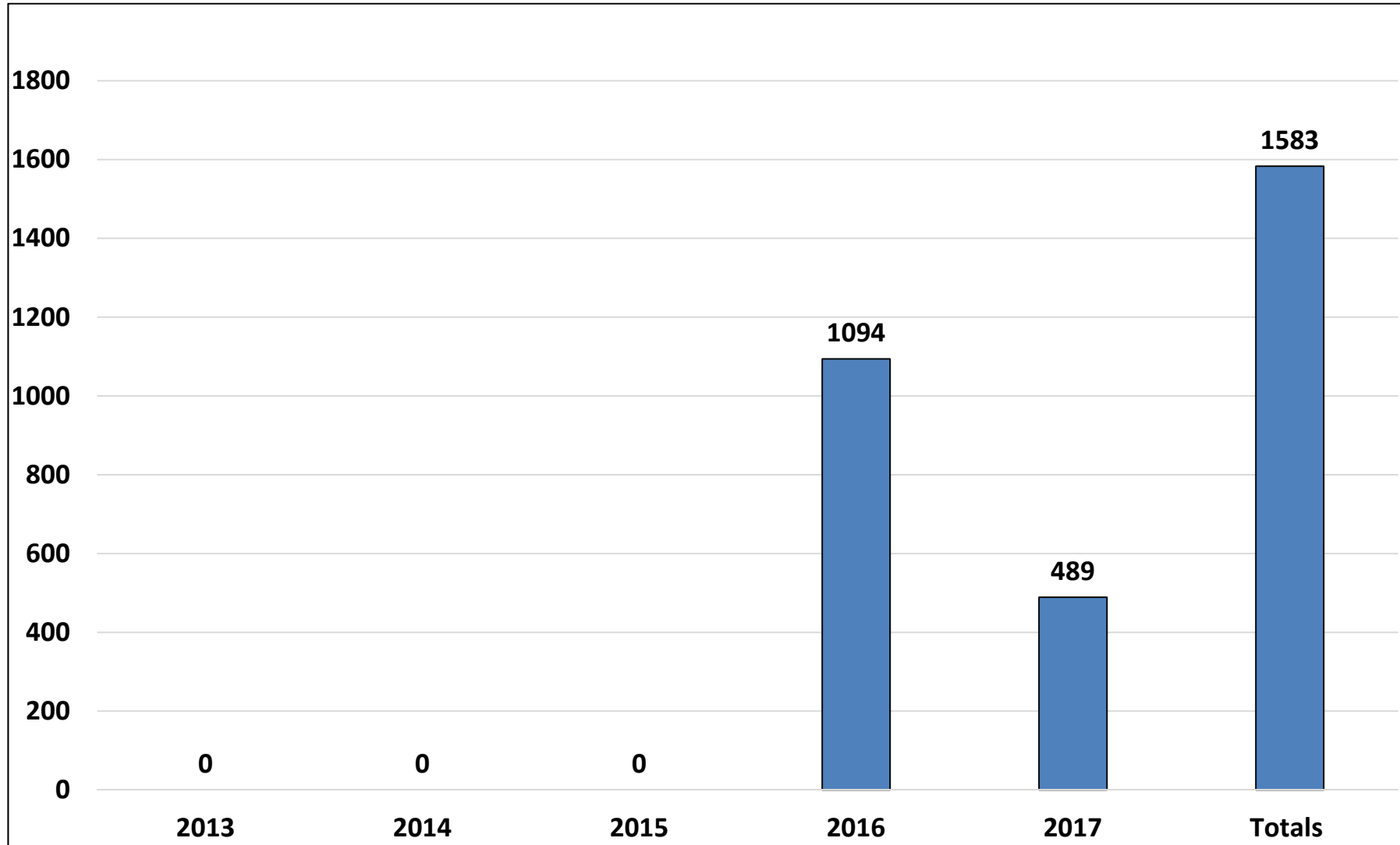
Benefits

Timely processing NOD's will promote better utilization of vendor resources, increase timely collection of overpayments, reduce agency liability and improve the services being provided to the citizens of Ohio

Baseline Data



Backlog to be Processed by ODM Staff

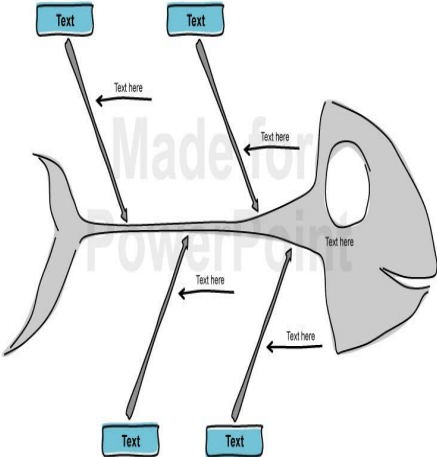


Data Collection Plan

- Starting with each provider number that was provided from the business at project initiation
- Verifying that they have received notification from ODM to ensure all have been addressed
- More focus on the total project completion rather than tracking daily progress

Fishbone

Hand-drawn Fishbone Diagram



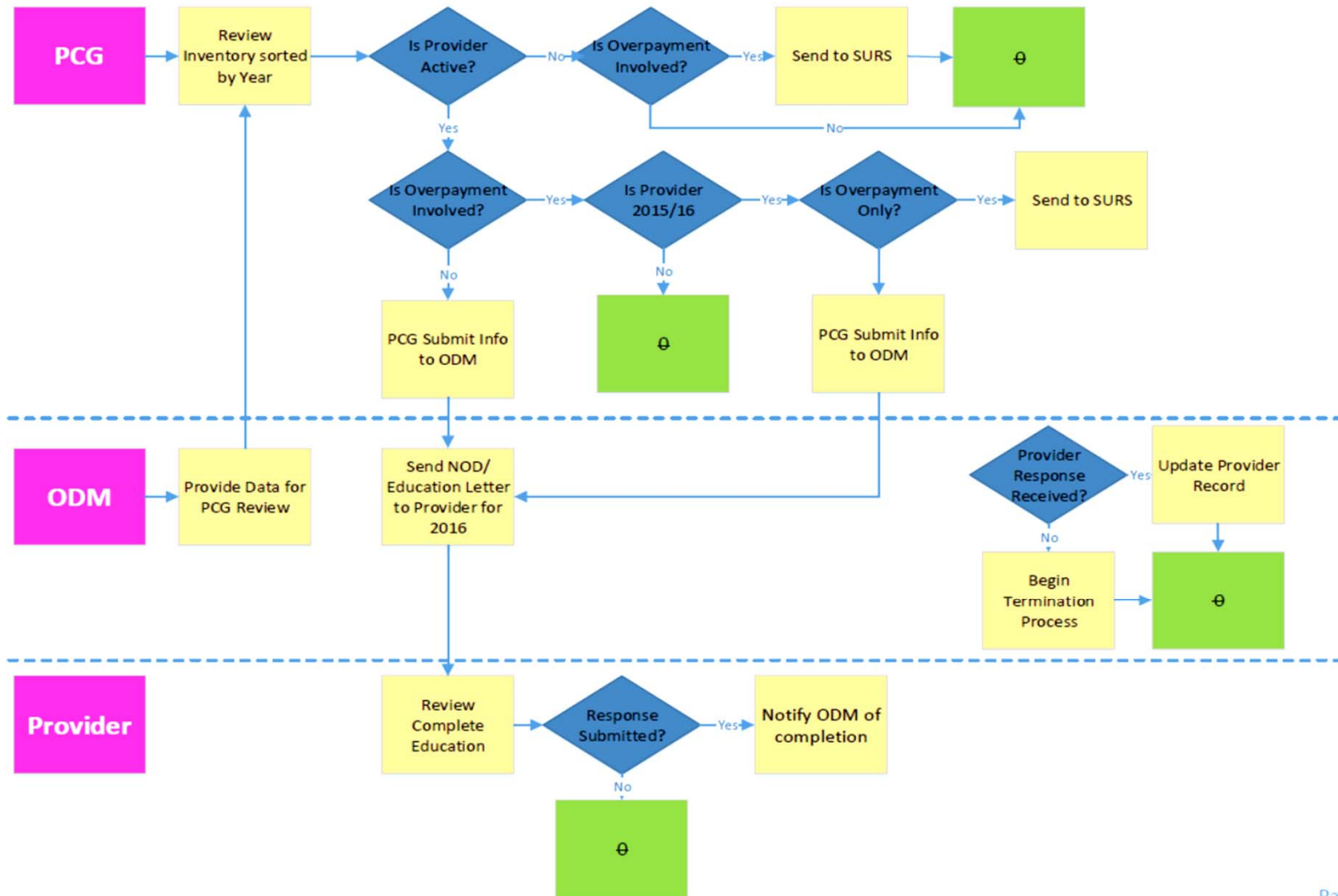
FISHBONE		
<u>MEASUREMENT</u>	<u>METHODS</u>	<u>MAN</u>
Not Standardized	Multiple Tracking Sheets	Better define Roles and Responsibilities
No Set time limit for ODM staff to complete NODs	Tracking provider ID's instead of individual NOD's	
Changed from tracking all individual NOD's to Tracking providers	Unable to easily determine what pending work needs to be completed , what has been received or who completed what	
Problem Statement		
<u>ENVIRONMENT</u>	<u>MATERIALS</u>	<u>MACHINE</u>
Staff overwhelmed by backlog	No Documented Process	Need one streamlined system to manage the process
	Multiple processes grouped into the NOD process i.e. Alerts or Death investigations	
	Multiple types of forms and letters	

High Level Process - SIPOC

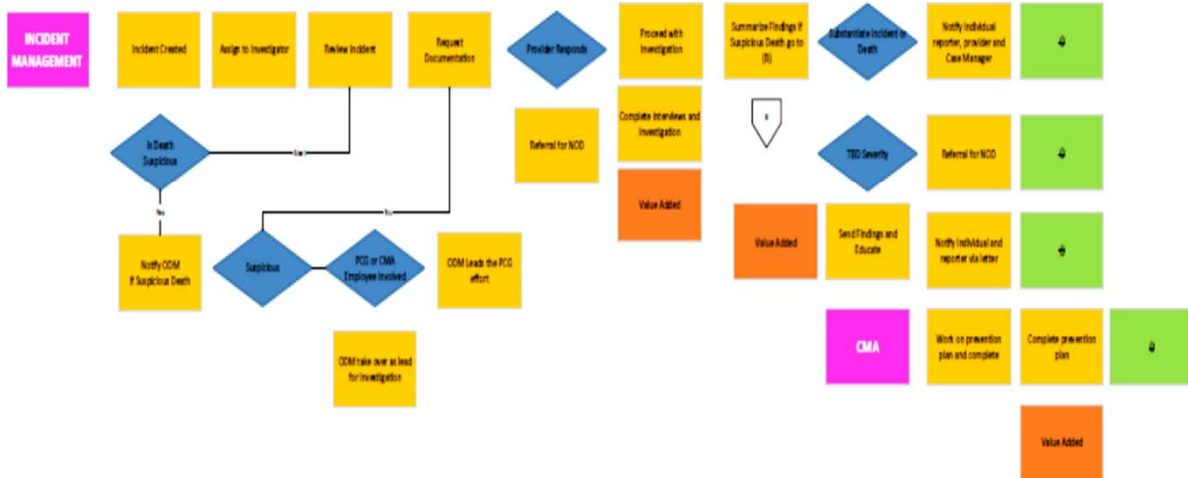
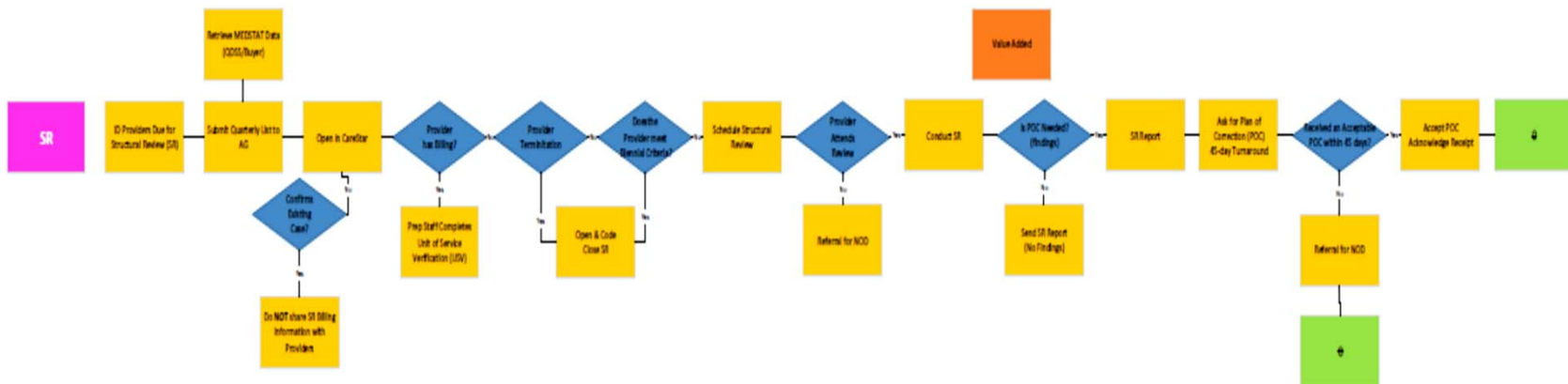
Suppliers	Inputs	Process	Outputs	Customers
<i>Individuals or Organizations that provide inputs to the process</i>	<i>Material, Information, and /or services that are required by the process to produce the outputs</i>	<i>The Step-by-Step Method that produces output, defined at a very high level</i>	<i>Services, products information, decisions and/or other outputs produced by the process</i>	<i>Those who receive the process output, pay for it, or are directly impacted by it</i>
PCG- Provider oversight Contractor	PCG Referrals		NOD Letter	Individuals
CMA's- Care Management Agencies	Carestar Alerts		Accepted / Unaccepted Plan of Correction	Providers
Carestar	Dept. of Health (Death Certificate)		PAO	Taxpayers
Dept. of Health			Referrals - Alerts	SURS
			SURS	Provider Enrollment
				Legal



Process to Eliminate Backlog



Final State



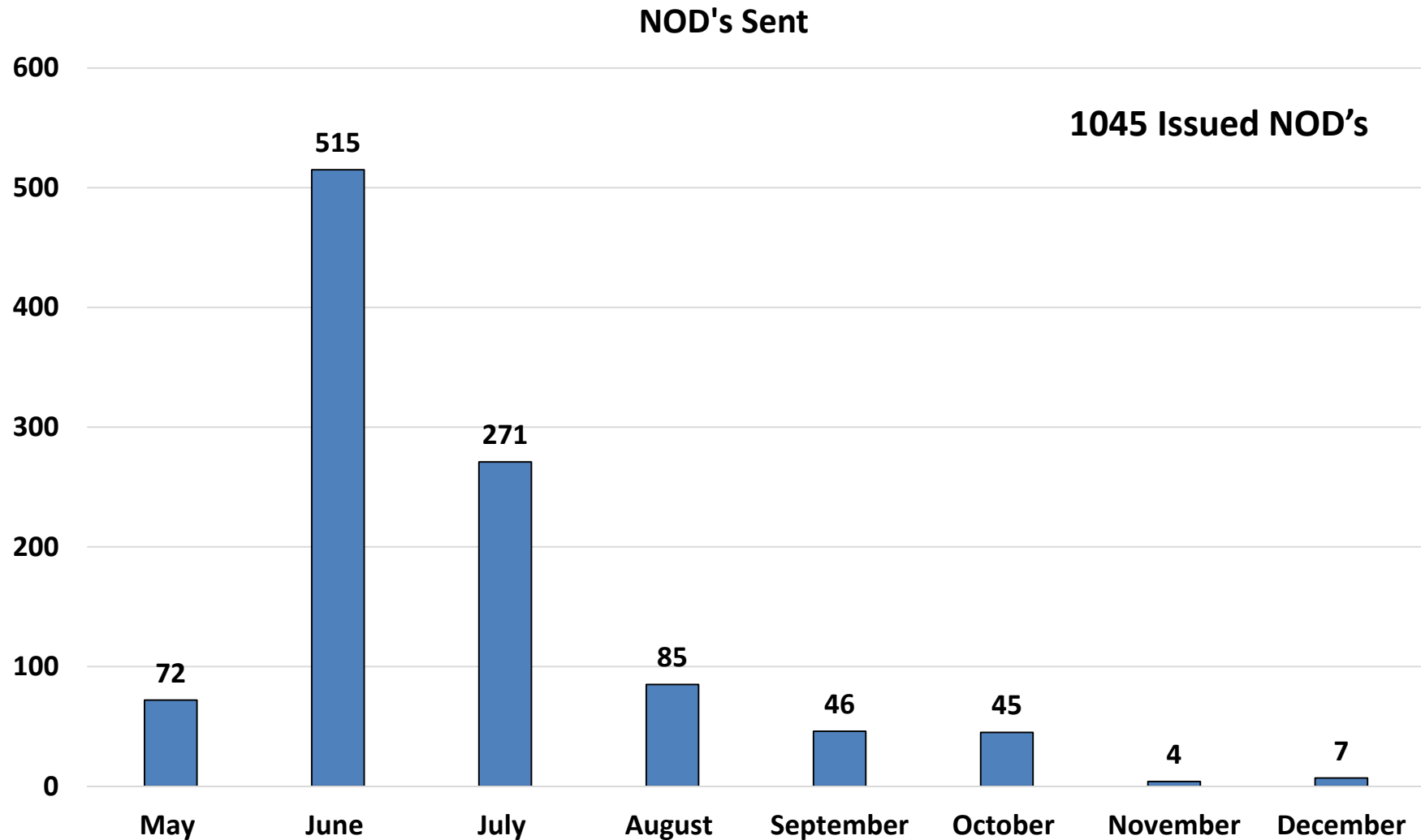
Project Metrics

Measure	Before	After	Difference
Process Steps	114	46	-60%
Decisions	29	20	-31%
Handoffs	22	11	-50%
Loop Backs	3	3	0
Backlog	2387	123	-95%
Waste Points	6	2	-66%
Other	0	0	0

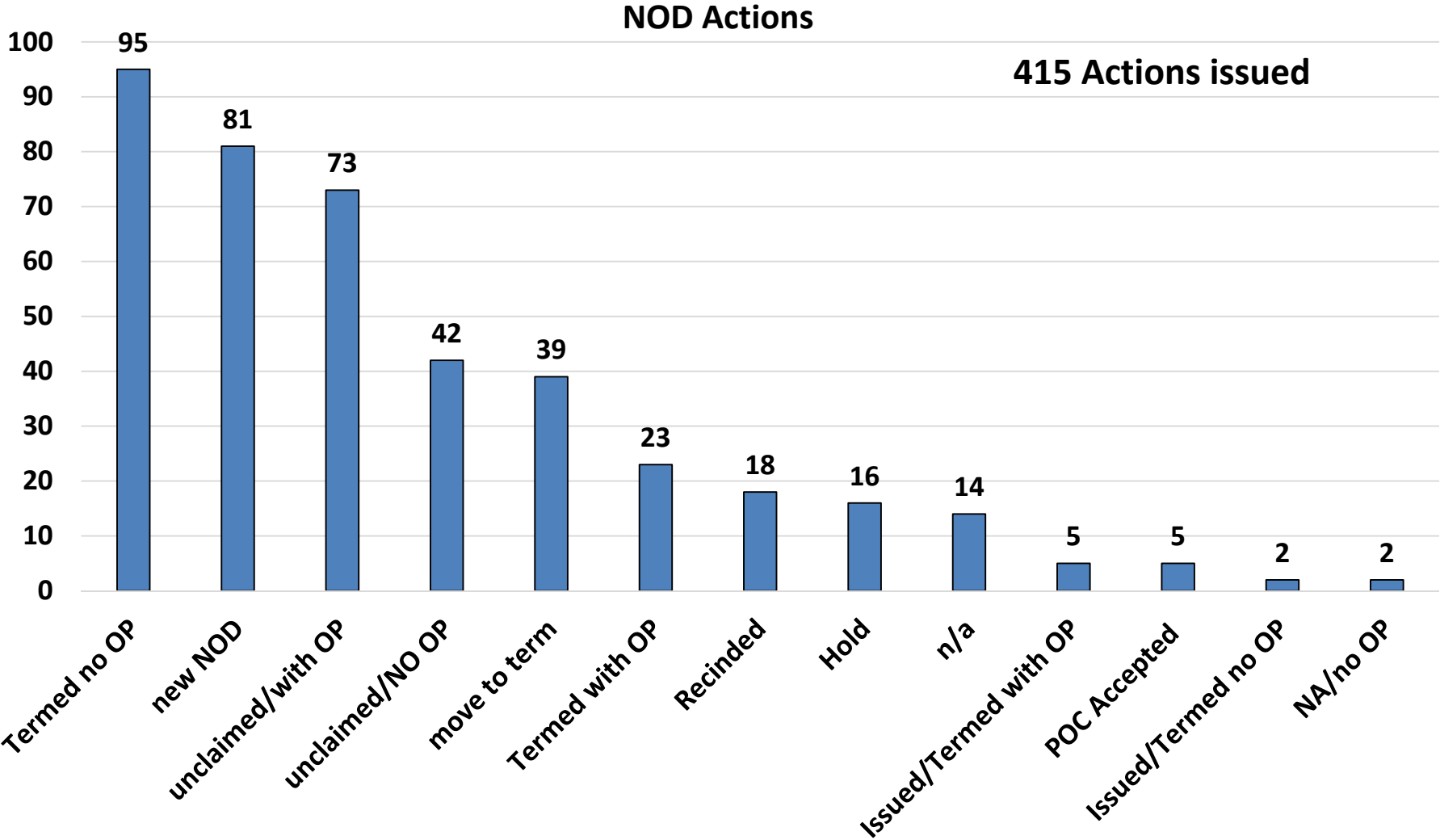
Project Benefits - Intangible

- Consensus between ODM and vendor to develop a more efficient and streamlined process
- Clear existing backlog and establish a more efficient process to handle NOD's in the future
- Standardize processes, letters and templates
- Clearly identify roles and responsibilities of ODM staff and PCG
- Potential recoupment of approximately \$4.5 million of overpayments per year
- Increased provider education will increase individual's quality of care

Issued NOD's

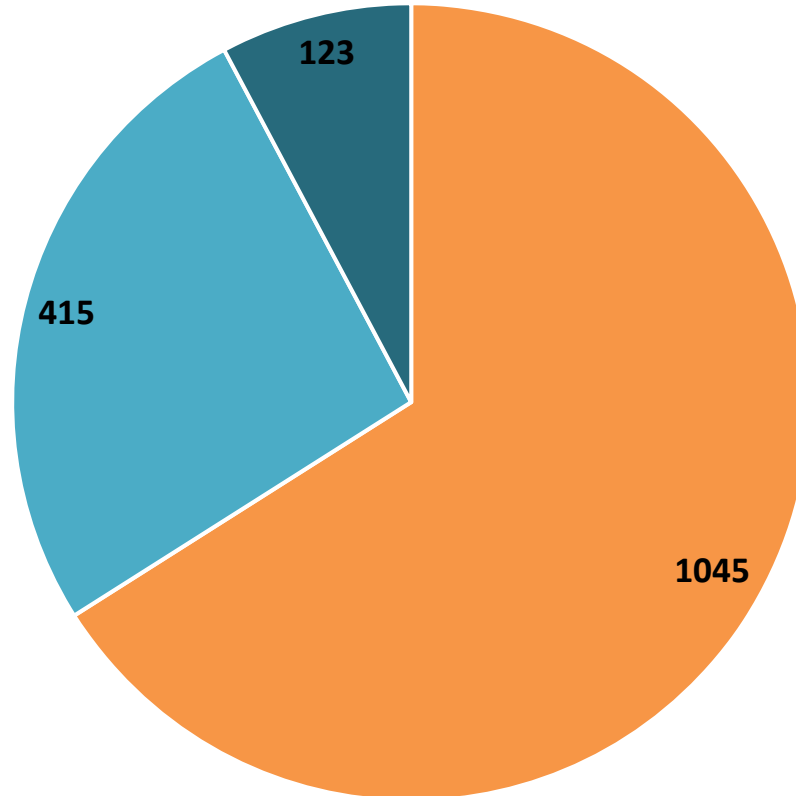


Actions Taken



Current State

1583 Starting Balance



■ NOD's Issued ■ Actions Taken ■ Current Balance

Improvement Summary

Current Key Issues



Existing Backlog



No Established Process



Providers not Properly Trained

How We Improved



Majority of Backlog Eliminated



Documented Process in Place



Implemented online training

As A Result

- Backlog has been eliminated
- Process has been Improved and Standardized
- Standardized Letters and Templates Implemented
- Enhanced Online Provider Training
- Clarified Roles and Responsibilities
- Working with ODM ITS to Improve Systems
- 60% Reduction in Process Steps
- 31% Reduction in Process Decisions
- 50% Reduction in Process Handoffs
- Increased accountability in our Provider Community
- Improved Services for Citizens of Ohio

Special *thanks* to...

Senior Leadership:

Director: Barbara Sears

Chief of Staff: Jenelle Hoseus

Sponsor:

COO: Roger Fouts

Team Leader:

Bureau Chief: Biljana Manev

Subject Matter Expert/s:

Tara Stokes Wayne Morgan

Shannon Allen Steve Schlatter

Kim Reedy Shonda Wells

Mary Bartlett Vanita Curry

Customer/s:

Public Consulting Group

Questions/Comments

