Green Belt Lean Six Sigma Project Report Out

Paul Kolb, Special Agent Supervisor

Ohio Attorney General's Office

Health Care Fraud Section

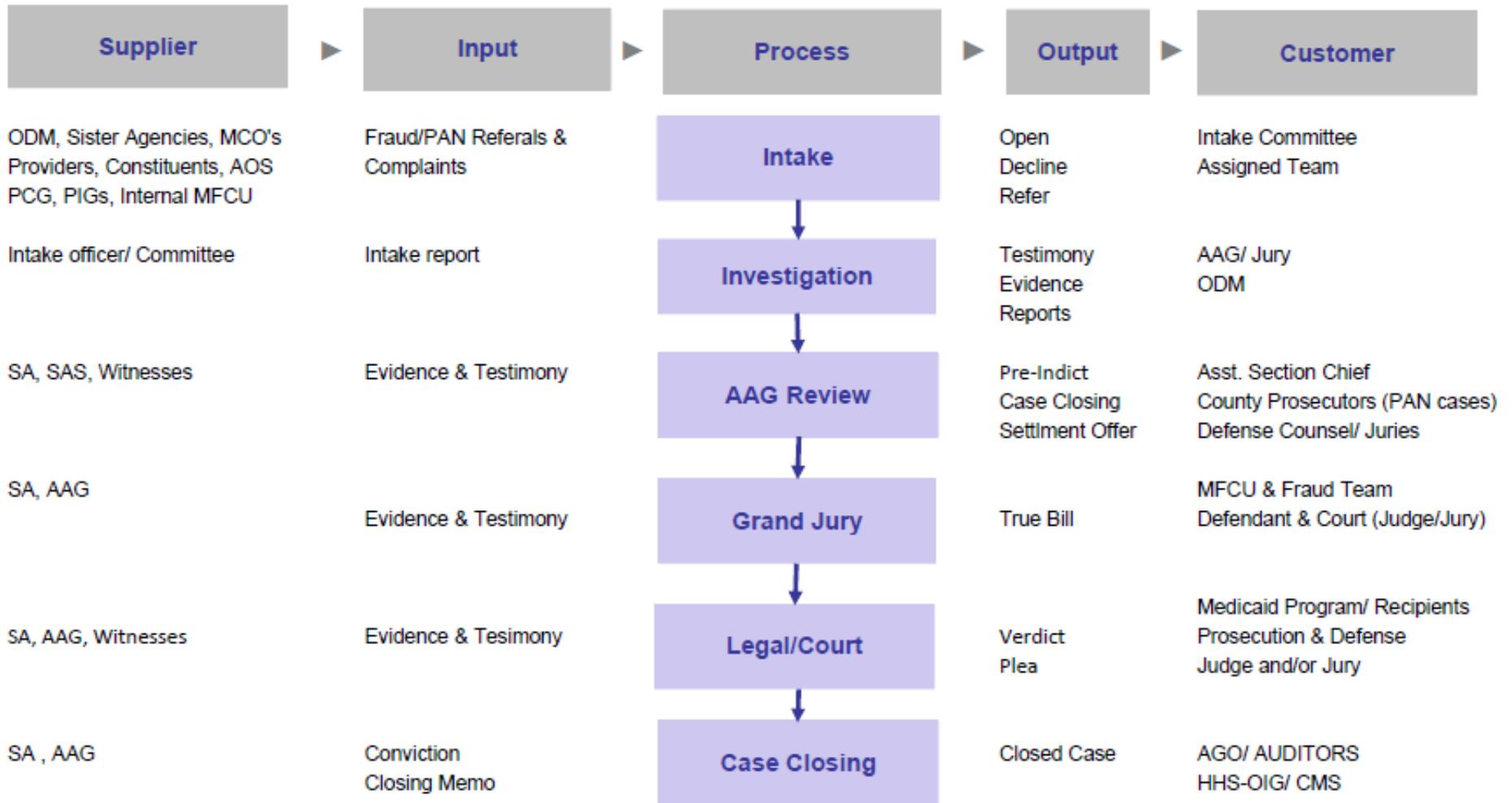September 27, 2018

Intake Process Improvement

LEANOhio

Intake Process Improvement Team

- **Team Sponsor**: Keesha Mitchel, Section Chief/Director
- **Process Owner**: Lloyd Early, Special Agent In-Charge
- **Team Lead**: Justin Gates, Chief Auditor
- **Additional Team Members**: Jordan Finegold, Chris Haenszel, Ashley Cretella, Emma Russell, Collin Kelsey, Beth Bumgardner, Nancy Bucci, Tiffany Prather, Michelle DiCeglio
- **Facilitator**: Paul Kolb, Green Belt Candidate
- **Mentor**: Deborah Mayle & Betty Birt, ODM Black Belts

SIPOC DIAGRAM - High Level
Case Process

Supplier	Input	Process	Output	Customer
ODM, Sister Agencies, MCO's Providers, Constituents, AOS PCG, PIGs, Internal MFCU	Fraud/PAN Referals & Complaints	**Intake**	Open Decline Refer	Intake Committee Assigned Team
Intake officer/ Committee	Intake report	**Investigation**	Testimony Evidence Reports	AAG/ Jury ODM
SA, SAS, Witnesses	Evidence & Testimony	**AAG Review**	Pre-Indict Case Closing Settlment Offer	Asst. Section Chief County Prosecutors (PAN cases) Defense Counsel/ Juries
SA, AAG	Evidence & Testimony	**Grand Jury**	True Bill	MFCU & Fraud Team Defendant & Court (Judge/Jury)
SA, AAG, Witnesses	Evidence & Tesimony	**Legal/Court**	Verdict Plea	Medicaid Program/ Recipients Prosecution & Defense Judge and/or Jury
SA , AAG	Conviction Closing Memo	**Case Closing**	Closed Case	AGO/ AUDITORS HHS-OIG/ CMS

Background / Scope

- **Problem/Opportunity Statement**
  - The intake process' integrity, effectiveness, and efficiency is of great importance to the unit and to what it does. This project seeks improvement opportunities in all of these categories so we can properly allocate limited resources.
- **Metrics Reviewed**
  - # of intakes not in MFCU's jurisdiction (non-intakes)
  - Steps/time spent within the intake process
- **Scope**

  First Step**:** Incoming complaint

  Last Step**:** Assigned to investigative team

Voice of the Customer

- Customers:
  - » Citizens of Ohio, outside agencies, investigative teams

- Customers need:
  - » Citizens: To be heard, Assistance, Answers, Protection, Advocacy, Follow-up
  - » Outside agencies: Viable cases where they have jurisdiction
  - » Investigative teams: Viable cases with jurisdiction and sufficient detail

- Quotes:
  - » "We are doing the work of the angels."
  - » "More filtering" - "Not us"

Project Benefits & Goals

1. Streamline process by removing unnecessary:

    - Tasks

    - Decision points

    - Handoffs

    - Pain/waste points

2. Improve online complaint reporting screen/form to aid in filtering out non-MFCU cases

3. Identify better tools for our Intake Officers and Nurse Analysts to compile additional information

4. Have portion of intakes available for review earlier

Current State

Data Collection Plan

- Verify where historical non-intakes are stored (2 Systems) to obtain most recent 30 data points

- Access non-intake folder for each month for data pre July, 1, 2017

- Query Matrix for data post July 1, 2017

- Hand check each and every non-intake and total by month
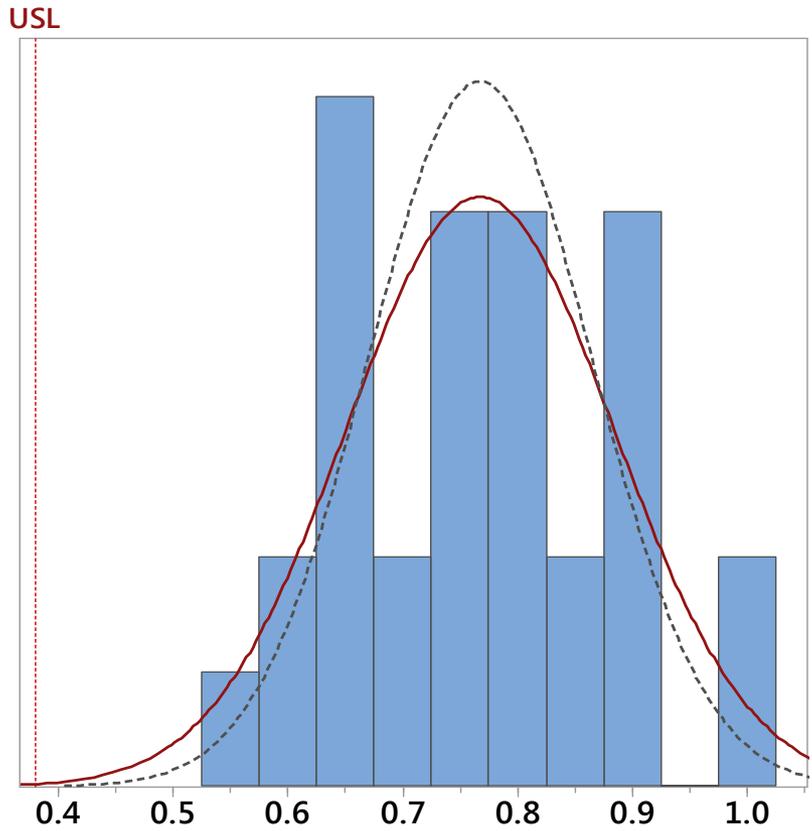 - Categorized by "from": on-line complaint, CID, other, and total

Pareto Chart of Description
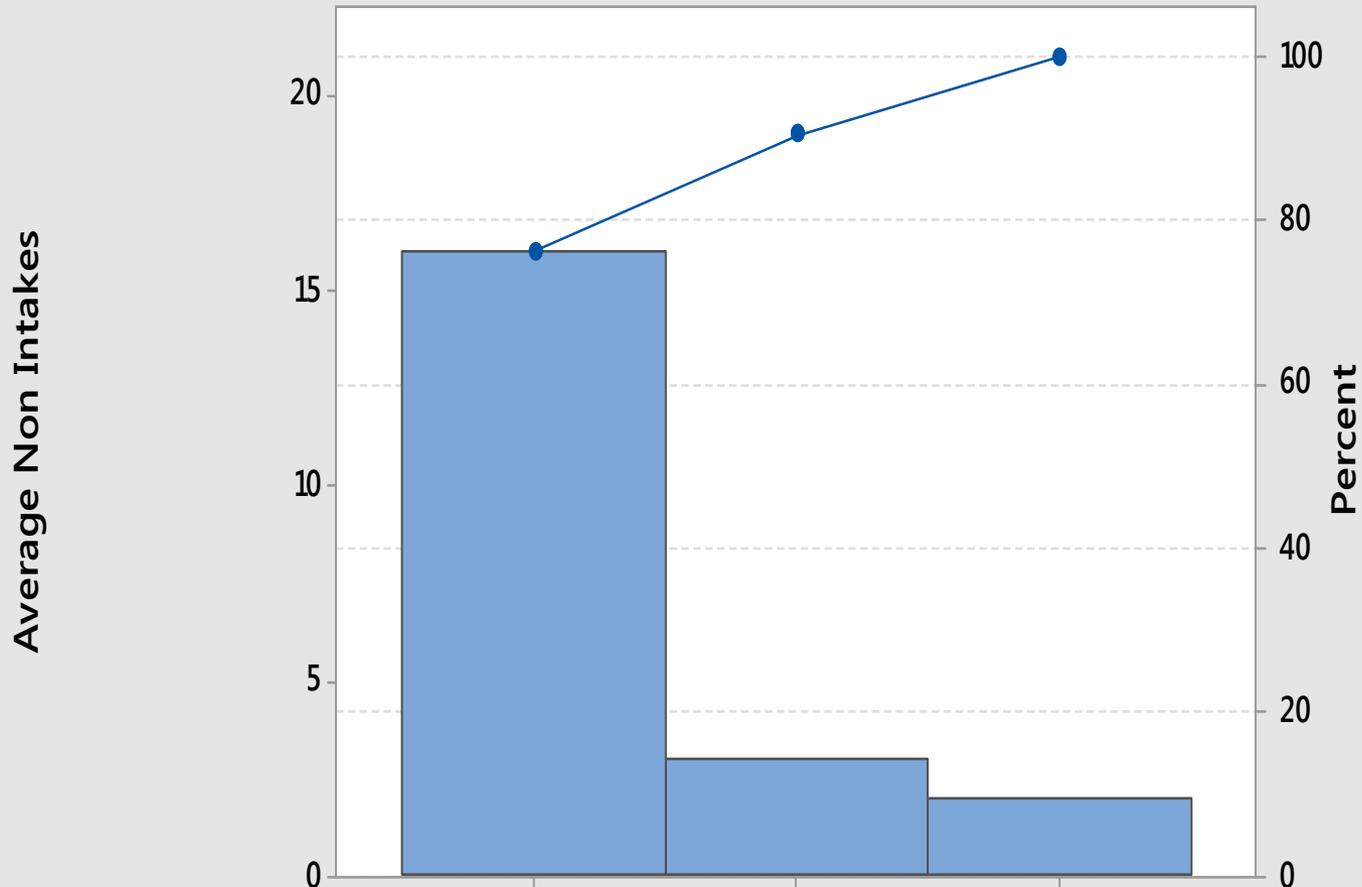
Description	Form On Line	Other	CID
Average Non Intakes	16	3	2
Percent	76.2	14.3	9.5
Cum %	76.2	90.5	100.0

Process Capability Report for Ratio

Process Data

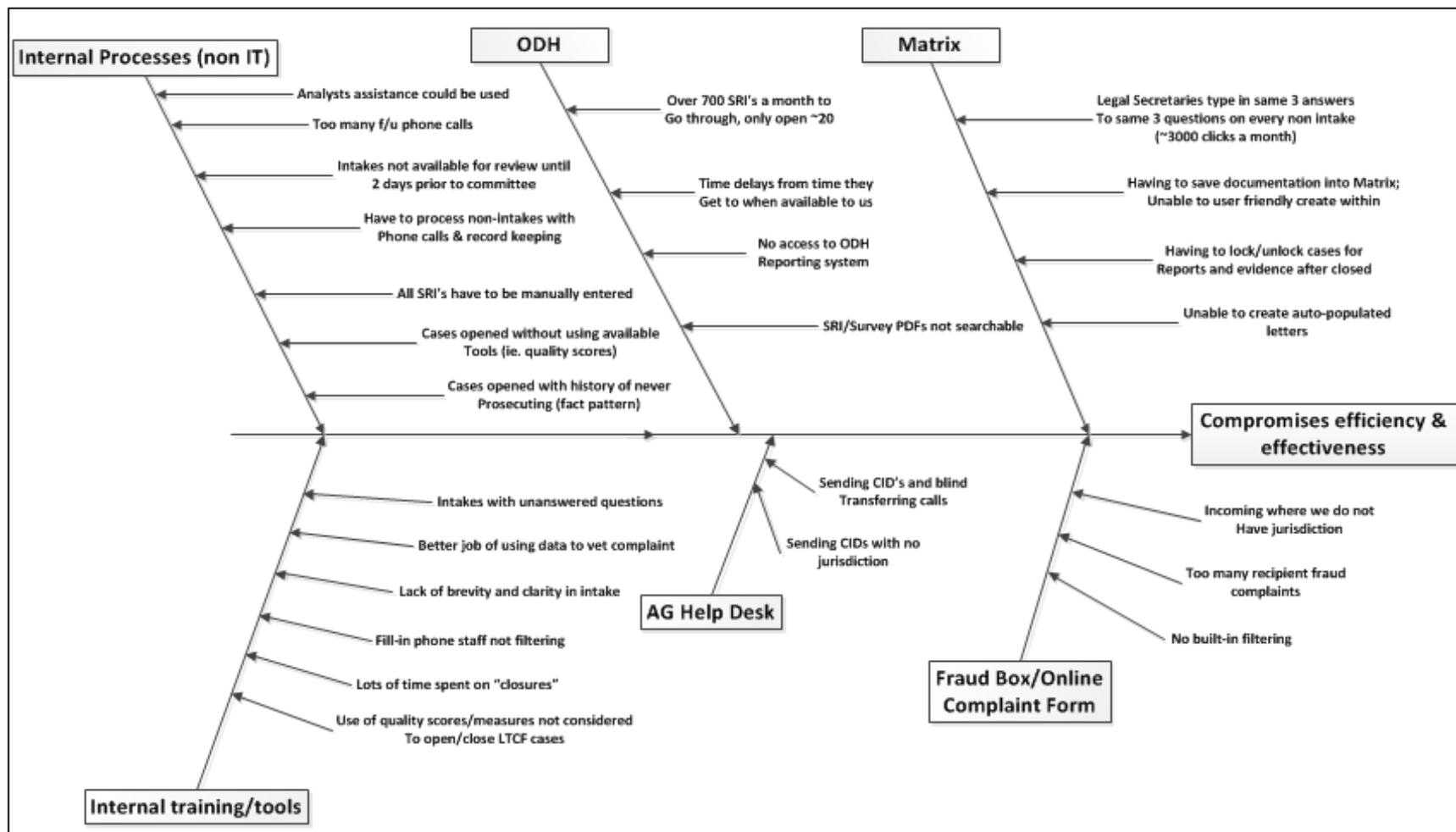|	
LSL	*
Target	*
USL	0.38
Sample Mean	0.767468
Sample N	30
StDev(Overall)	0.116697
StDev(Within)	0.0975599

USL

— Overall
---- Within

Overall Capability

Pp	*
PPL	*
PPU	-1.11
Ppk	-1.11
Cpm	*

Potential (Within) Capability

Cp	*
CPL	*
CPU	-1.32
Cpk	-1.32

Performance

	Observed	Expected Overall	Expected Within
PPM < LSL	*	*	*
PPM > USL	1000000.00	999550.38	999964.30
PPM Total	1000000.00	999550.38	999964.30

Fishbone

2 x 2 Exercise

<u>High Impact – High Control</u>
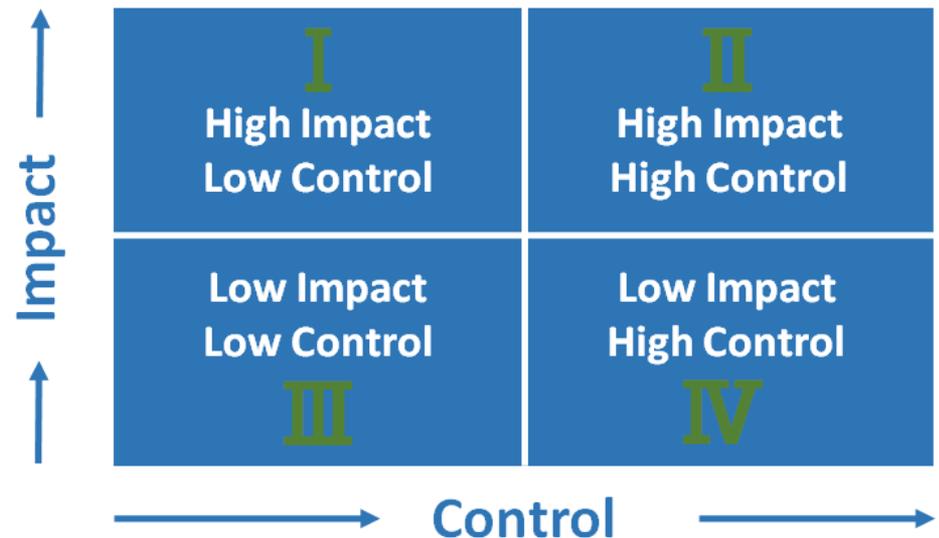
10- Improve On-Line Complaint Form

6- Conduct Training with AG Call Center

7 High Impact – Low Control
9 Low Impact – High Control
5 Low Impact – Low Control

Impact-Control Matrix

	Control →
I High Impact Low Control	**II** High Impact High Control
III Low Impact Low Control	**IV** Low Impact High Control

(Impact ↑)

Current State Map with TimUWood

- 6- Waiting (*3)

- 5- Defects (*1)

- 1- Motion*

- 1- Overproduction*

- 1- Inventory*

- 1- Over processing

*Solutions implemented

SIMPLER. FASTER. BETTER. LESS COSTLY.   lean.ohio.gov

Future State

OH MFCU Intake Process Map as of 4/17/2018

Added Information to website

To report Medicaid eligibility or public assistance fraud:

Ohio Department of Job and Family Services
(614) 752-3222
http://jfs.ohio.gov/fraud/index.stm

To report Medicare fraud:

U.S. Department of Health and Human Services, Office of the Inspector General
(800) 447-8477
https://forms.oig.hhs.gov/hotlineoperations/report-fraud-form.aspx

To report private insurance fraud:

Ohio Department of Insurance
(614) 686-1527
http://www.insurance.ohio.gov/pages/complaintmain.aspx

To report abuse or neglect in a private home or community setting:

County Department of Job and Family Services, Adult Protective Services Division
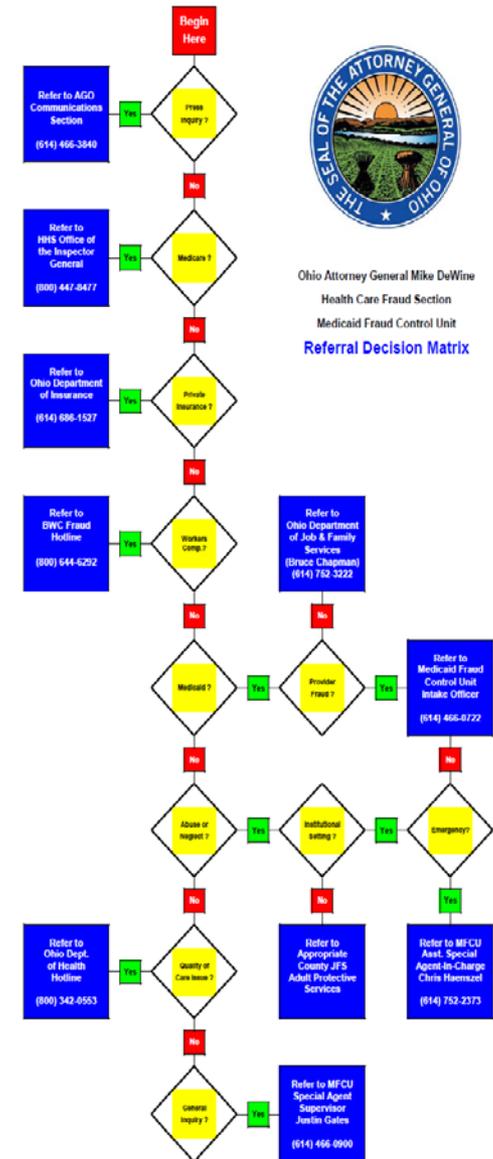http://jfs.ohio.gov/County/County_Directory.pdf

To report quality of care issues in a care facility:

Ohio Department of Health
(800) 342-0553
https://www.odh.ohio.gov/odhprograms/dspc/complnt/com

Referral Decision Matrix
AG Help Desk Training & Tool

- # Decision Matrix Tool

- # Help Desk training

Project Metrics

Measure	Before	After	Difference
Process Steps	82	50	32 / -39%
Decisions	19	16	3 / -16%
Handoffs	13	7	6 / -46%
Waste Points	15	8	7 / -47%

Non-Intakes

| Mo. Averages	Pre	Post	Reduction
O/L Comp. Form	19	18	-5%
CID	2	1	-50%
Other	3	1	-66%
Total	24	20	-17%

Cost Savings Scorecard

| Measure	Projected Savings Annually
Redirected Hours	268 Immediate / 336 Potential
Cost Avoidance	$7,316 / $9,172
Other	**Intangibles**

Project Benefits - Intangible

- **Public better educated**
  - On what complaints we take
  - On where to go if we cannot act on complaint
- **One-piece-flow availability**
  - Prevents a rush review of intakes with limited time
- **Raised awareness surrounding process**
  - Made pain points visible for improvement
- **Support for improved online complaint form**

Boxplot of Other
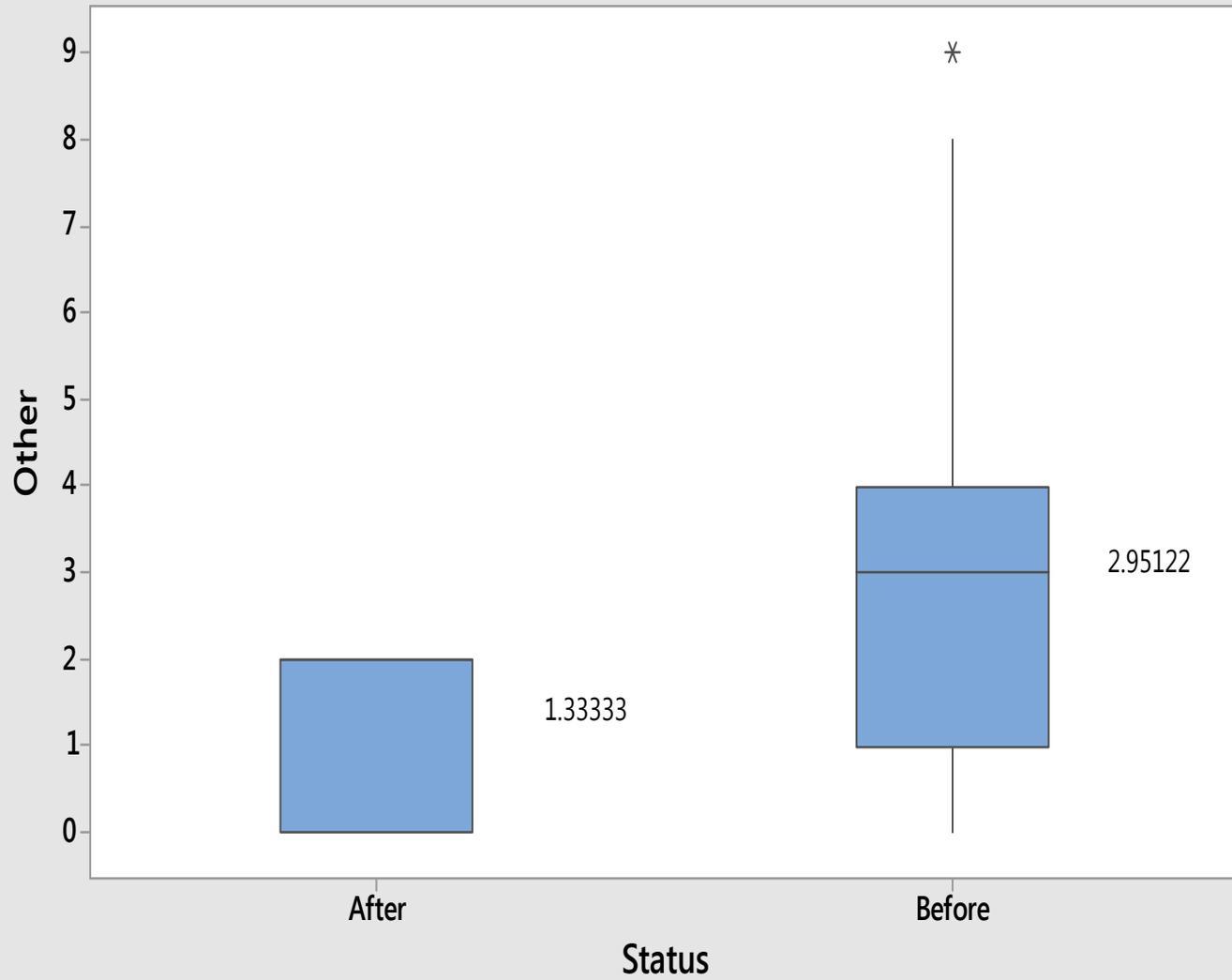
Individual Value Plot of Total Non Intaked
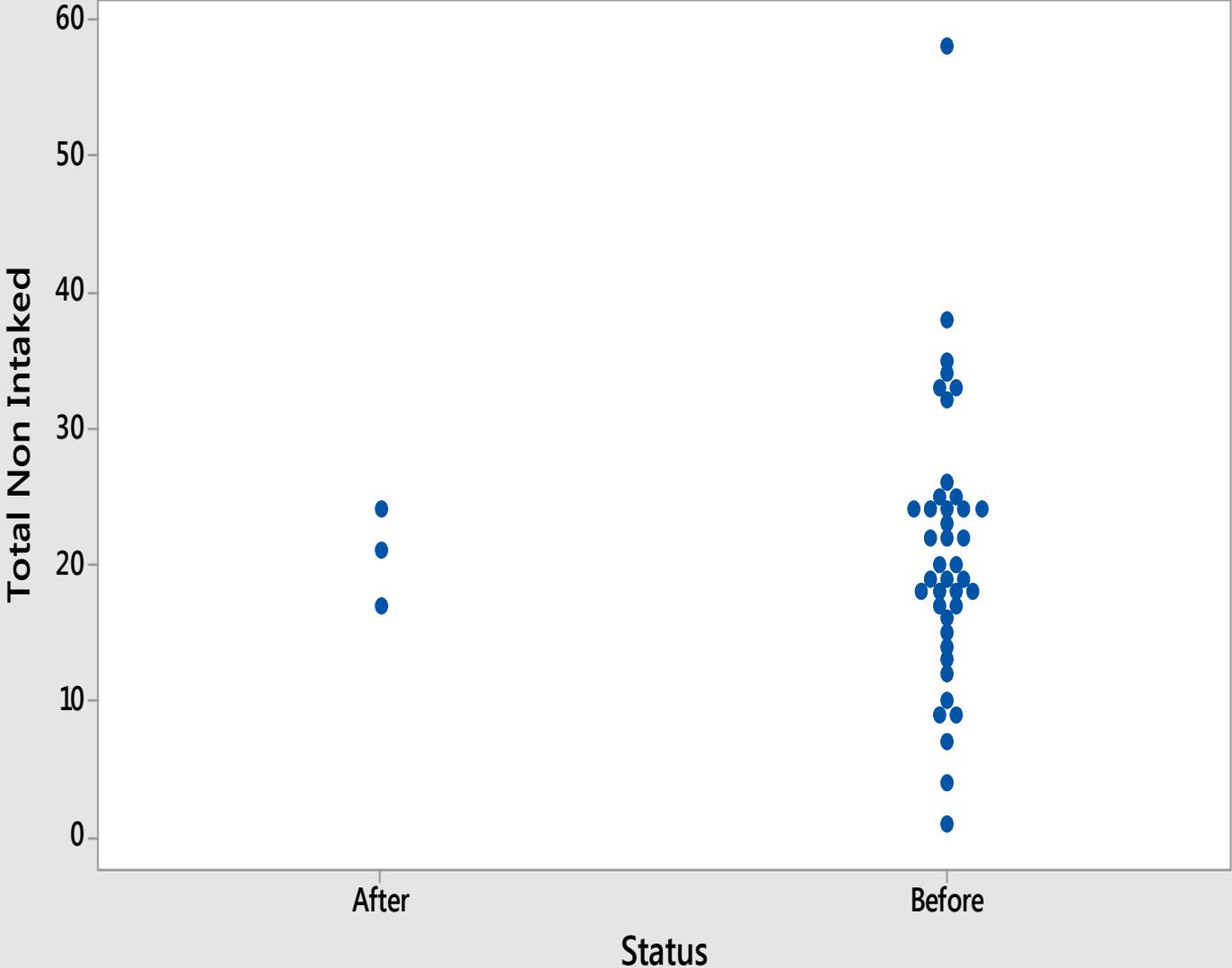
Improvement Summary

Current Key Issues

Staff spending time/ resources processing non-jurisdictional complaints

⬇

Staff calling back complainants up to 3x with no reply

⬇

Waiting to review single batch of intake reports

How We Improved

Education of public through information added to on-line form & AG Call Center training

⬇

# of callbacks reduced from 3 to 2

⬇

One-piece-flow availability

As A Result

- Have a prototype available for a new on-line complaint form when redesign is initiated

- Support for future Lean projects using the DMAIC roadmap

- Have an Intake Team of highly engaged professionals who feel pride in knowing all their input was valuable to the success of the project

Special *thanks* to…

Senior Leadership Sponsor: Keesha Mitchel, Section Chief

Process Owner: Lloyd Early, Special Agent In Charge

Team Leader: Justin Gates, Chief Auditor

Subject Matter Experts: Emma Russell, Intake Officer
Ashley Cretella, Intake Officer
Colin Kelsey, Intake Officer

Mentor: Deborah Mayle, ODM Black Belt

Support: Felicia Sherman, ODM Black Belt/PMP
Betty Birt, ODM Black Belt

Questions/Comments