

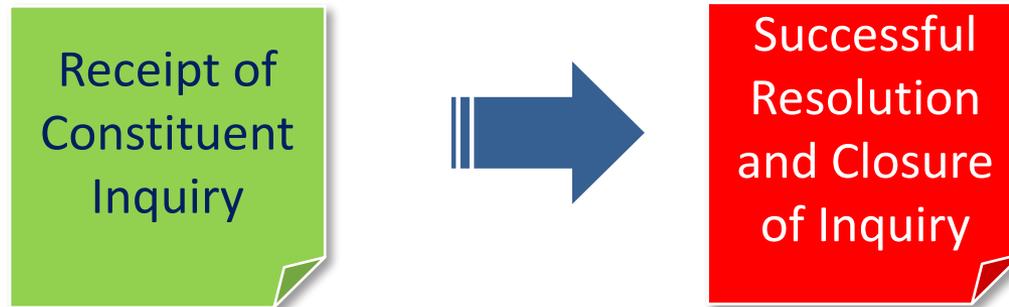
Lean Six Sigma Project Report Out
Black Belt - Betty Birt
Ohio Department of Medicaid
January 19, 2017



Constituent Inquires

Background- Scope

- Constituent inquiries are requests from Medicaid customers looking for answers to questions regarding eligibility, coverage or providers.
- In 2016, the volume of constituent inquiries has increased to nearly 300 per week from approximately 100 per week in 2014. Due to the high volume of inquiries, it has become difficult to track and respond in a timely manner to inquiries. There is a great need for better reporting and tracking capabilities and a solution that will help directly route inquiries to reach the area that can respond.





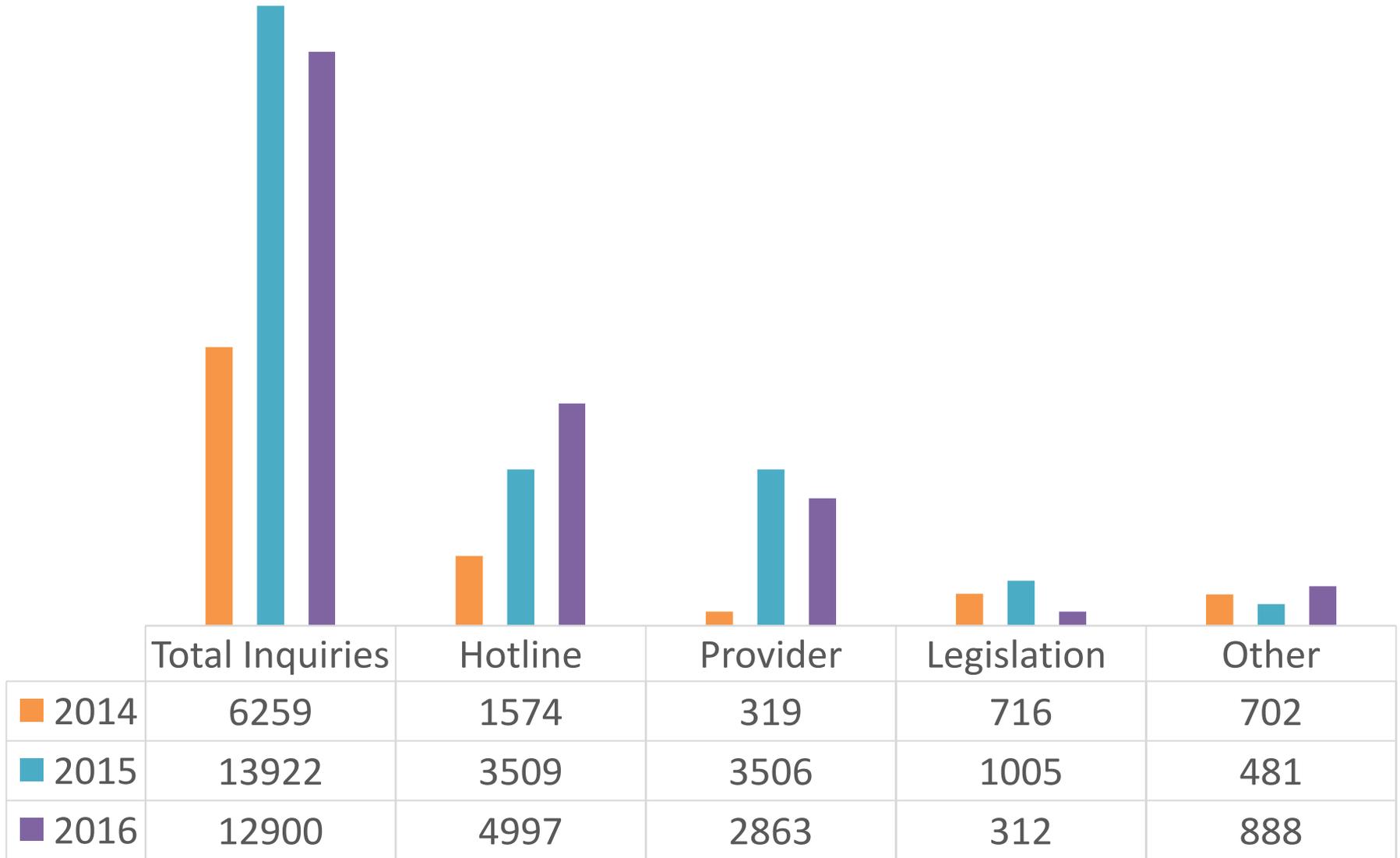
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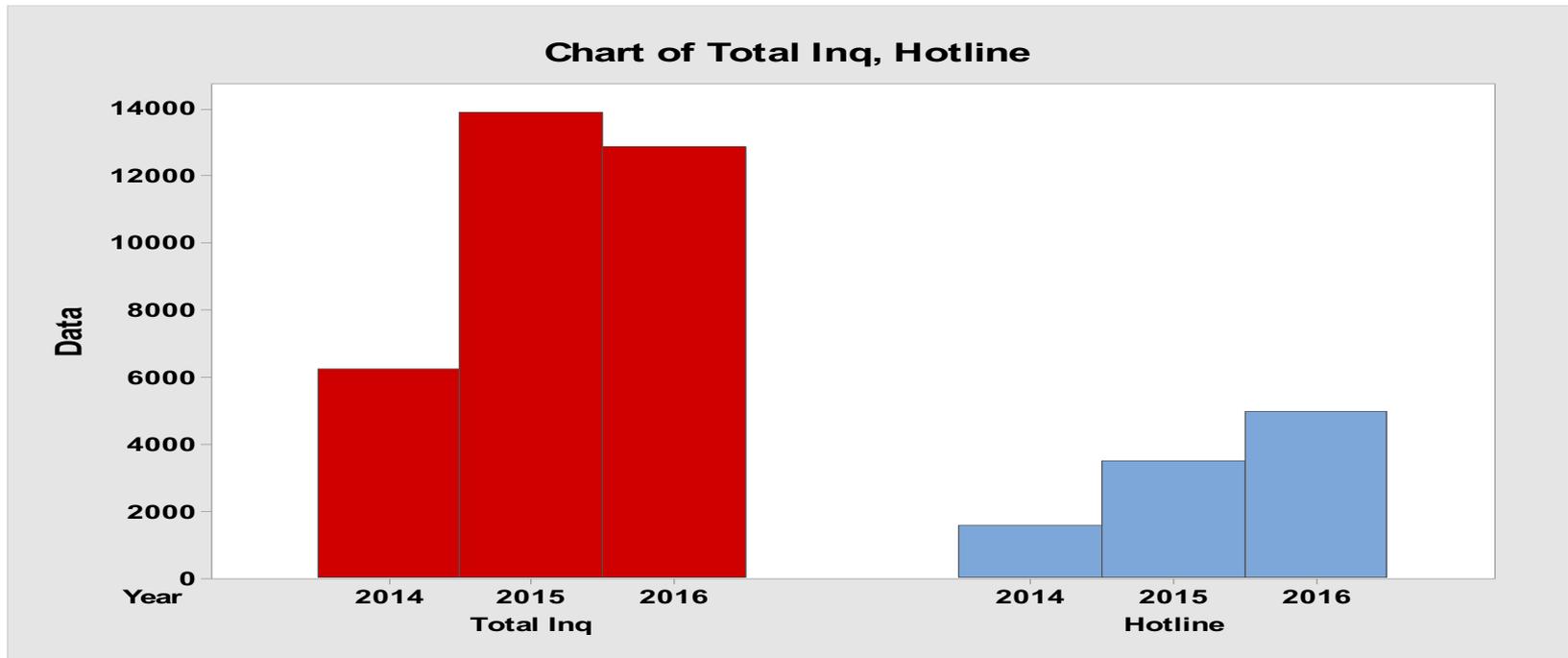
Data Collection Plan

- Data collection is the number of transactions from the ODM website, emails, phone calls etc.
- Our primary source of data comes from SharePoint
- Continually checked data for accuracy, making sure we are comparing apples to apples
- What did we find:

TOP AREAS OF INQUIRIES

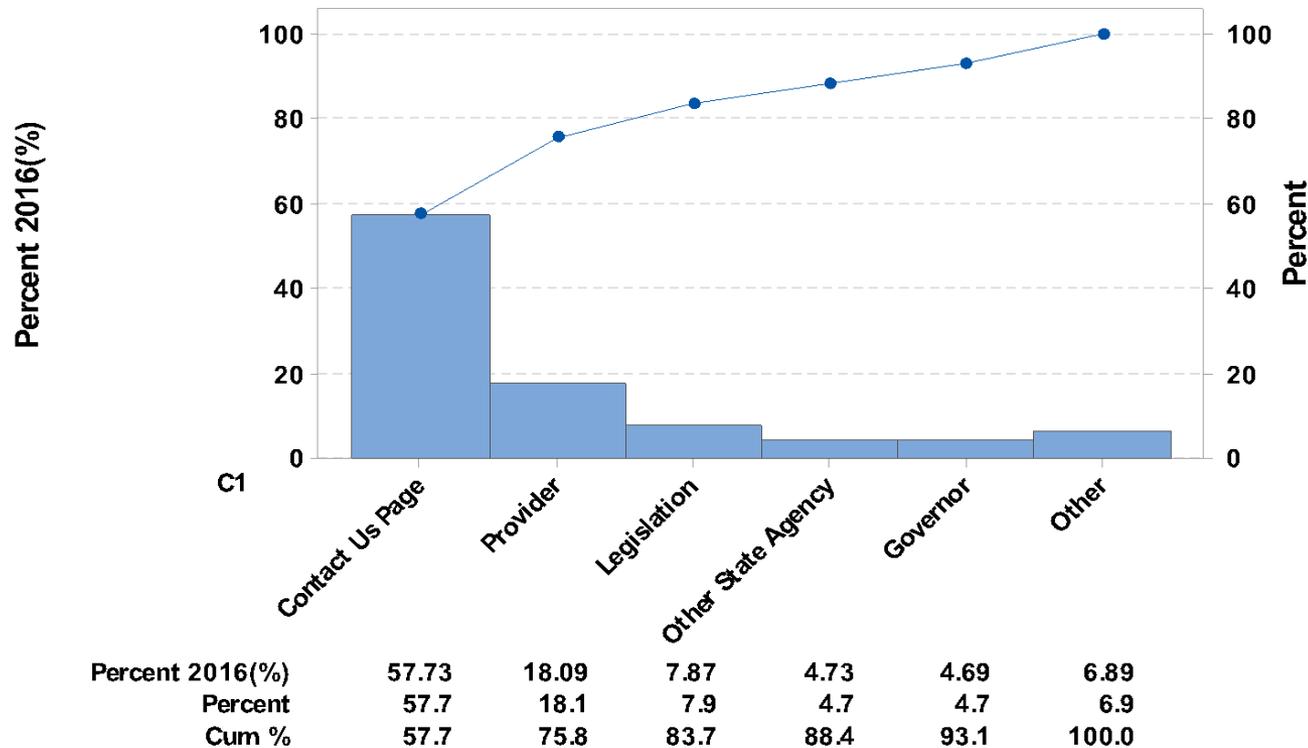


Data Analysis



Data Analysis

Pareto Chart of Origin Data 2016



Reasons for Contact:

- Apply for Medicaid
- Check Status of application
- Change Medical Plan
- Get copy of card

The Kaizen Event

- *The Tiger Team*

- *A Tiger Team is a group of experts assigned to investigate and/or solve technical or systemic problems*

- Team Lead: Judith McNabb

- John Haller, Jenny Hemphill, LaQuita Kelly-Allen, Jane Lengel, Angela Hartman, Shaun Bracely, Samuel Assoku, Kelley Higginbotham, James Keck

- Black Belt: Betty Birt

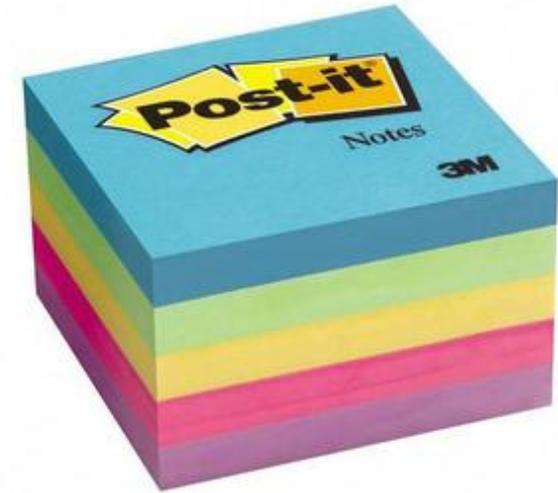
- Camo & Green Belt Assistants Black Belt:

- Meghan Leak, Tera Leigh, Robert Boykins, Adriana Pust



Kaizen Tools

- SIPOC
- Current State Map (200 Steps)
- Tim U Wood –Waste Identification
- Silent Brainstorming (over 100 brilliant ideas)
- Impact Control Matrix
- Poka-yoke (website form)
- Future State Map (14 Steps)
- Action Registers
- 60-90-120 day follow-up



Hypothesis

- That redirecting a majority of the consumers from ODM website for certain types of inquires to the Consumer Hotline could potentially reduce the number of inquires we handle by 33%.
- By sending an auto response to Providers instead of answering their inquires will reduce the number of Provider request routed through the Contact us page by 90%.
- By allowing all users of the SharePoint workflow to close their own routine inquires instead of the administrator closing them will reduce this task for the administrator by 80%.

Process Improvement Goals

Reduce number of Constituent inquiries by developing a direct route to the area that can respond

Update the Contact Us webpage and online form

Re-educate Providers that are using the Constituent Inquiry portal to bypass calling the Provider Hotline

Increase overall functionality of the current tracking system

Website-Before

CONTACT

Contact the Ohio Department of Medicaid

i Before you send us your question, please read the following:

- **CONTACT YOUR COUNTY OFFICE**
If you are trying to update your case information [income, household members, etc.] - OR - have questions about your case or medical card, please contact your caseworker at your [Local County Department of Job and Family Services](#).
- **CALL THE OHIO MEDICAID CONSUMER HOTLINE**
Many of your questions can be answered by calling the Ohio Medicaid Consumer Hotline at (800) 324.8680.
- **FOR MEDICAID PROVIDERS**
For assistance with the MITS portal, questions about claims, etc., call the Provider Hotline at (800) 686.1516

If you still need help, you may fill out the form below:

i Please **DO NOT** submit any protected health information via this form, such as your full Social Security Number, medical information, Medicaid ID number or doctor's name. Thank you.

Name

SSN
(Last 4
Digits)
Recommended

Website -After

| State Agencies | Online Services



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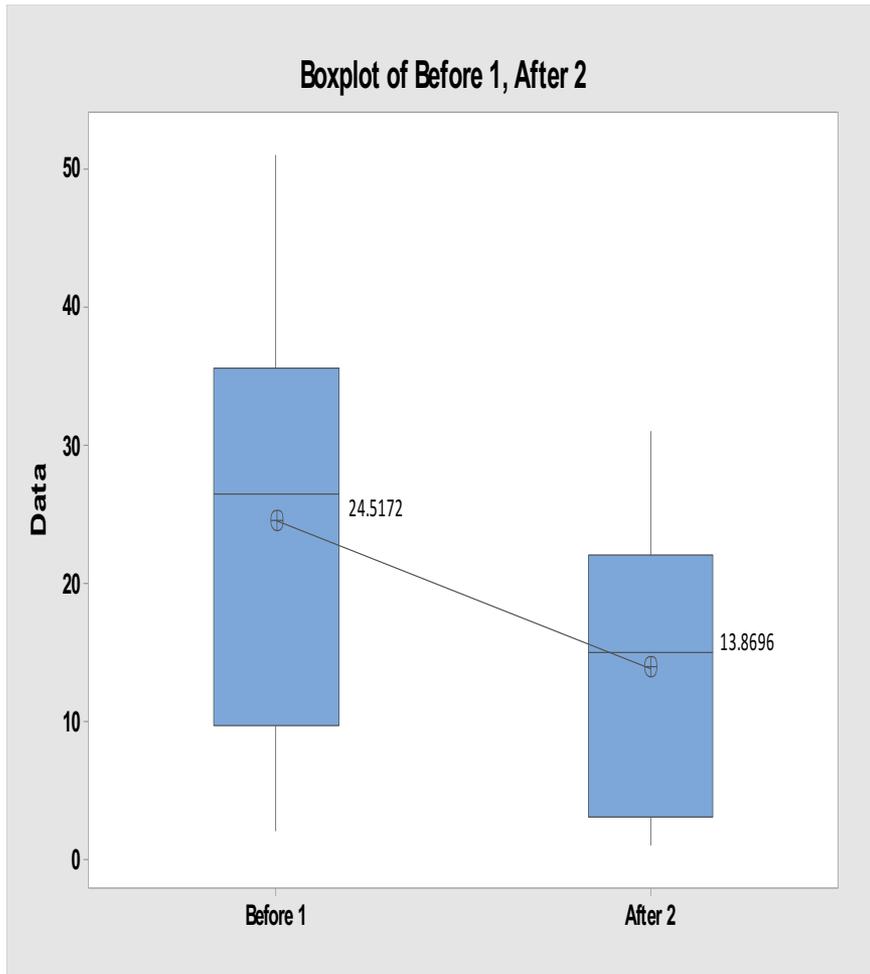
CONTACT

Contact the Ohio Department of Medicaid

Before you send us your question, please follow the appropriate links below Or call the phone numbers provided for the appropriate areas:

Medicaid Consumers	Medicaid Providers	Others Inquiries
Call the Consumer Hotline 1-800-324-8680	Go to Provider Page	Contact your county office
Apply for Medicaid	Call the provider hotline 1-800-686-1516	
Check status of your application	Assistance with MITS	
Where is my card?		
Select / Change Your Plan		

Graphical Displays



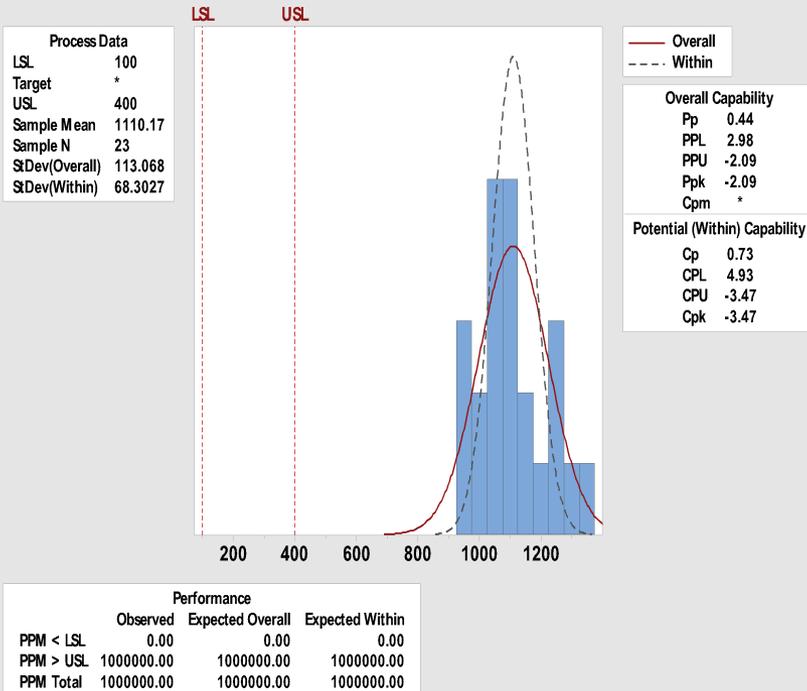
- **Two-Sample T-Test and CI: Inquires, Results**
- Two-sample T for Inquires
- Results

	N	Mean	StDev	SE Mean
After	32	13.72	8.96	1.6
Before	36	24.3	13.6	2.3

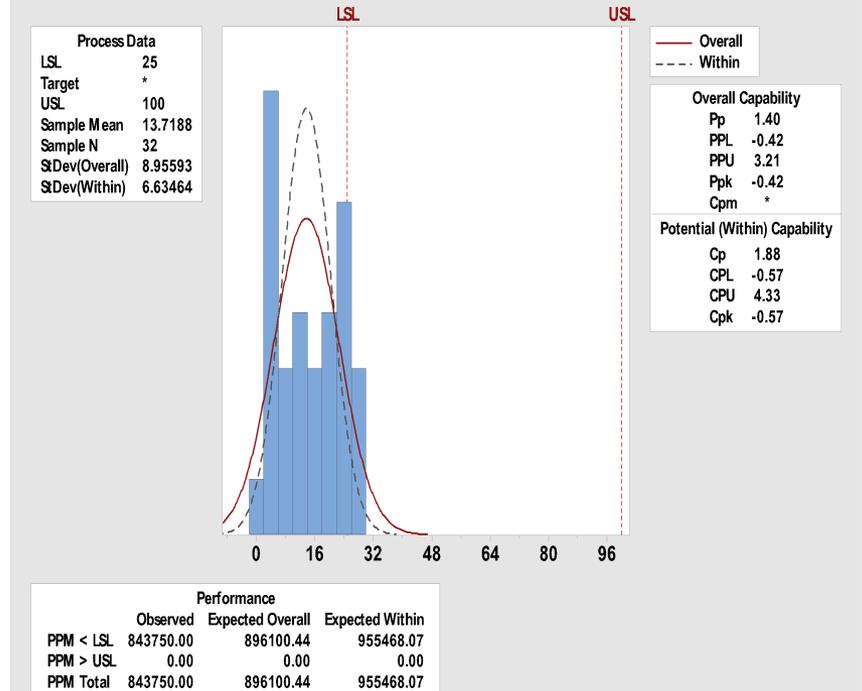
- Difference = μ (After) - μ (Before)
- Estimate for difference: -10.53
- 95% CI for difference: (-16.06, -5.00)
- T-Test of difference = 0 (vs \neq): T-Value = -3.81 P-Value = 0.000 DF = 61
-

Project Metrics

Process Capability Report for Inquiries



Process Capability Report for Capability Results After (Week)



The mean indicates the average is now 14 per day or 56 a week, well below the customer expectation.

Other Tools Used

- Voice of the Customer
- DILO
- Control Charts
- Cause and Effect Matrix
- Operational Definitions
- Brainstorming
- Ishikawa
- Root Cause Analysis
- Graphical Displays
 - Pareto Chart
 - Bar Chart
 - Histogram
 - Box Plots
 - Capability Analysis

More Value for Taxpayer Dollars

- Frees up staff time for other high priority work
 - CI administrator no longer needs to close all inquiries
 - Customer is served faster
 - System auto routes inquiries to the correct area based on consumer self identified topics
 - Hotline inquiries are routed real-time
 - Hotline has Saturday hours, decreases 3 day wait time for responses over a weekend

Improvement Summary

Key Issues	How we Improved
Determined significant number of the Constituent inquiries received by ODM could be handled by the Consumer Hotline	Changed the links on the Website to direct inquires away from ODM and sent them directly to the Consumer Hotline. Decrease duplicates due to auto response.
Providers using the Constituent Inquiry portal to bypass calling the Provider Hotline	“Re-educating” the providers by sending a response that they need to call the Provider call center and provided that information on the website.
The inquires we receive do not contain the needed information to research the issue causing delayed response time.	Redesigning the online form to contain more mandatory fields for collecting the specific information needed for research.

Implementation Plan – March 2017

Updates

1. Develop web page for Contact us and SharePoint collection site to match.
2. Allow Multiple individuals in CA role that only Judy now has
3. Allow open/close function for everyone who has access to the solution (exception when the origin is: Director, Governor, Legislative , CMS or AG)
4. Allow ability to drag and drop attachments within SP application.
5. Fix formatting issues within the SP internal form to allow text to wrap
6. Need to receive inquires in real time (Stop batching)
7. Develop a workflow in CI similar to RATs and Contracts process for document routing and approvals -
8. Allow Bureau Contacts to reassign inquires to more than one Line staff
9. Allow modifications (except for deletions) to be made to inquires at any state opened or closed.
10. Add a date/time stamp when inquiry is requested closed for tracking and reporting
11. Add Helpful links area within CI so staff can open new page and get to MITS, OB, (similar to RATS workflow)
12. Ability to open and prime/copy a closed inquiry to create a new one.

As A Result

- The CI administrator is focusing on higher priority work
- Reduction in duplicate inquiries
- Newly redesigned CI process is being used as a standard for requirements to new Department wide Customer Relationship Management (CRM) system
- Discovered you can make significant improvements with small changes to the process without spending money or hiring additional staff

“Every line is the perfect length if you don’t measure it”

Marty Rubin

Black Belt - Goals

- Continue facilitation of action register items for CI project
- Mentor other belt candidates
- Participate in ODM process mapping for new system requirements
- Learn VSM (Value Stream Mapping)
- Volunteer with Lean Ohio

Special *thanks* to...

**ODM PMO: Felicia Sherman,
Brian Smith**

**Sponsors: Roger Fouts, Liz
Ramey, Meagan Grove**

Mentor: Debora Mayle

**Kaizen Team Members: Team
Lead, Judy McNabb, and the
Kaizen Event Participants**

**ODM IT staff and SharePoint
Developers**

**Lean Ohio: Tim, Denaë,
Racquel, Michael, Brandi and
Scot**

**My fellow Black Belt class
participants**