Quality Assurance Review Process Analysis

Green Belt Six Sigma Project Report Out

Justin Helinski

Opportunities for Ohioans with Disabilities Agency

01/19/2017

Ohio | Opportunities for Ohioans with Disabilities

John R. Kasich
Governor
Kevin L. Miller
Executive Director

Bureau of Services for the Visually Impaired
Bureau of Vocational Rehabilitation
Division of Disability Determination

LEANOhio

Introduction

- **Project Facilitator**
  - **Justin Helinski – Supervisor with Division of Disability Determination**
  - ***Opportunities for Ohioans with Disabilities Agency***

    Mission Statement "To provide individuals with disabilities opportunities to achieve quality employment, independence, and disability determination outcomes.

  - **Process Social Security Disability Claims**
  - **Typically process approx 200,000 claims a year**
  - **National Quality rate of 99.2%**

Project Involvement

- Project Sponsor – Rhonda Tanner
- Project Mentor – Fred Schindler
- Process Owner – Heather Graham/ Paul Spencer

Process Background

- Unit supervisors complete Supervisory Reviews as part of the OOD Inline Quality Review process.
- Claims selected for the Supervisory Review sample are automatically assigned to a unit supervisor.
- Error codes – total number of reviews all over the place as is frequency of reviews.
- Current impact

Background- Scope

- In order to identify and incorporate a more functional quality review process with refined operational definitions and higher levels of consistent feedback there needs to be an analysis on the errors and ranking of their risk for an inline quality review process.

- Scope

First Step: Case assigned to supervisor for quality review

Last Step: Feedback provided/ error cited

Project Goals

Benefits

-Understanding failure points that may prevent consistent and clear feedback.

-Standardized review process to decrease variation as manifested in a decrease in the range of return rates.

- Better metrics
- Identification

Goal Statement

To have a more consistent inline Quality review process and general programmatic guideline in place with a standardized review system to reduce variability in error reporting.

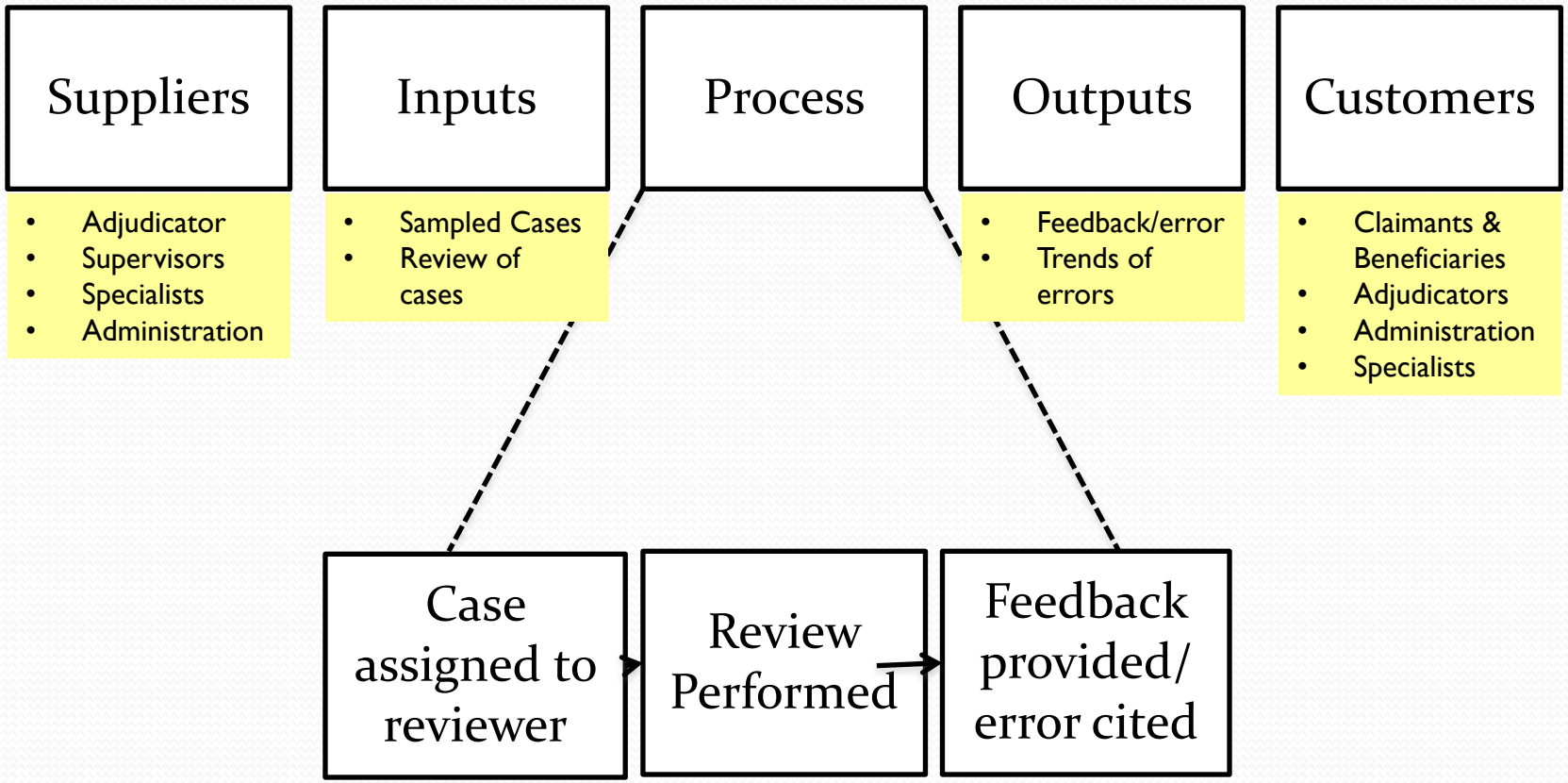
Opportunities

-Identification of failure points in the review process that can be addressed and improved.

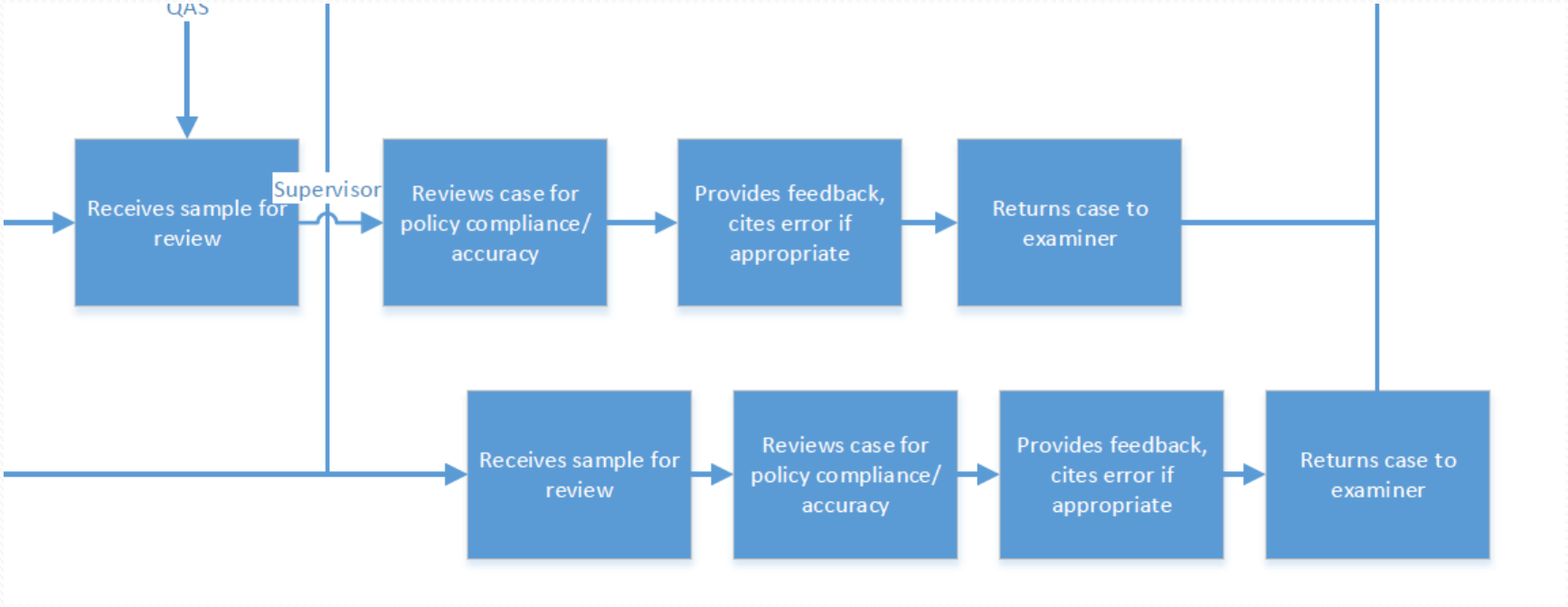
-Refined Operational Definitions

-Decrease the range of quality review percentages by approx 15%

High level process – SIPOC



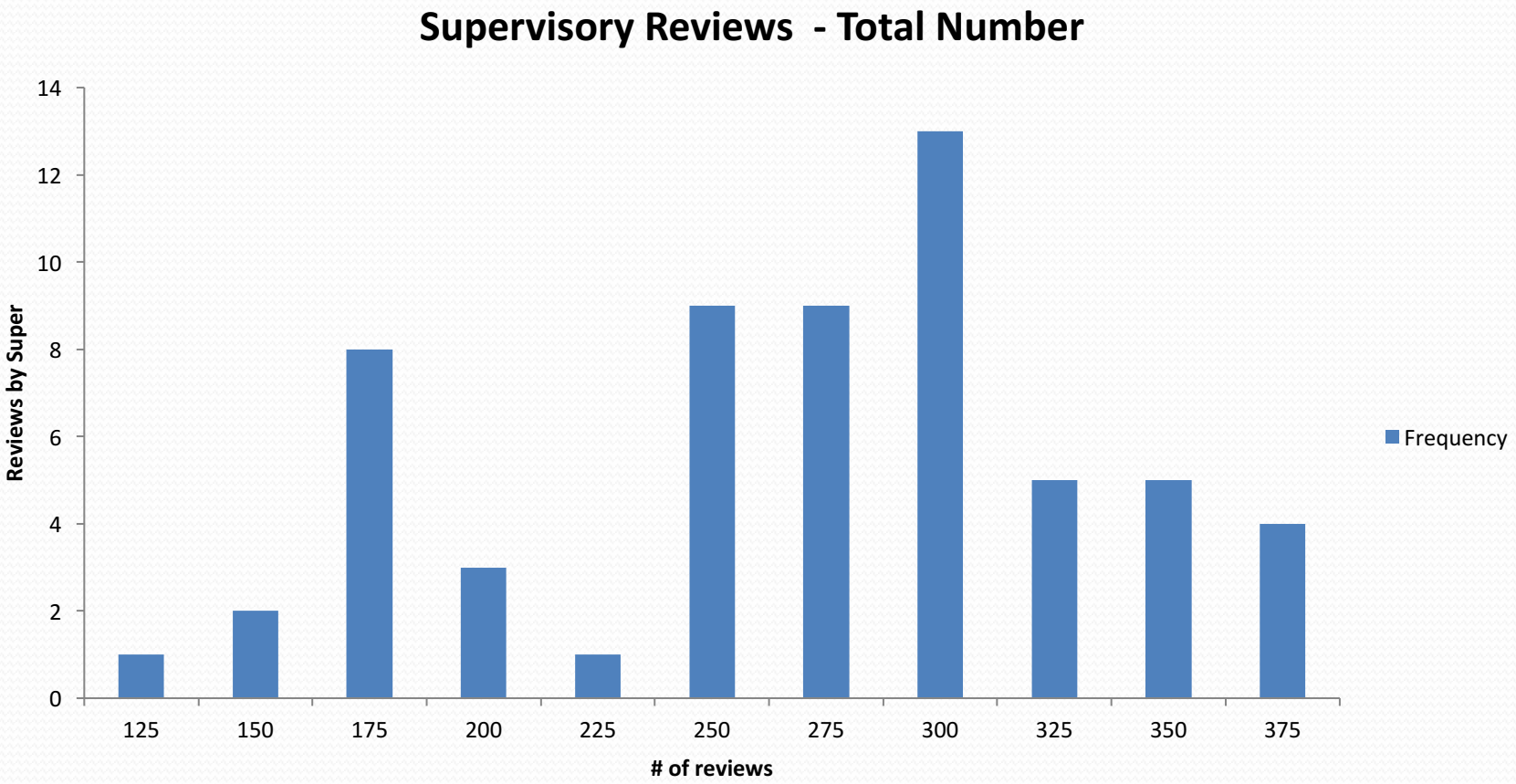
Detailed Process Map



Data Collection

- Data Collection was obtained by reviewing error codes cited from 11/2014 – 11/2015.
- 83 current error codes in use
  - Developmental errors, technical errors or clean cases
- Most common error code was "other."
- Looking for a typical distribution of reviews
  - Total number of reviews and distribution was highly varied – no consistency with errors
    - 60 supervisors sampled

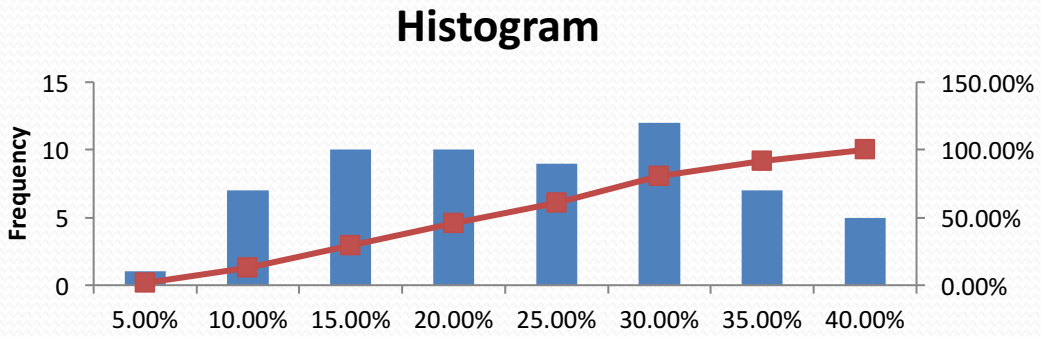
Supervisory reviews



LEANOhio

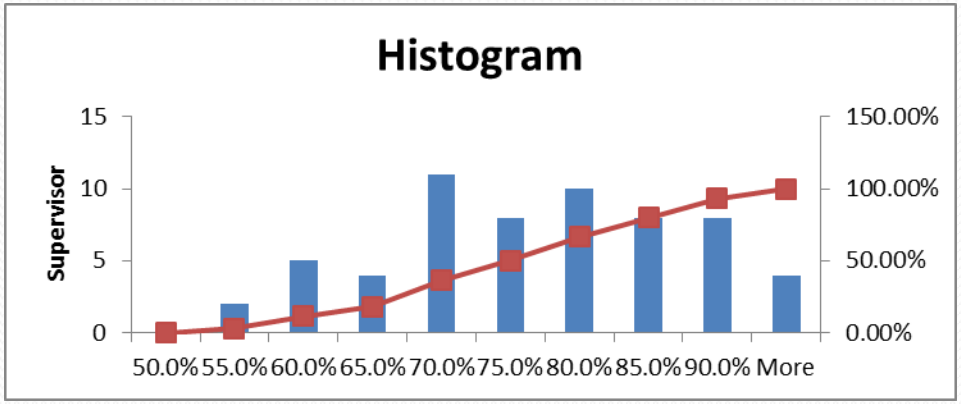
Data part 5 – Display of Cumulative (Tech and Developmental) %

Bin	*Frequency*	*Cumulative %*
5%	0	0.00%
10%	3	5.00%
15%	8	18.33%
20%	9	33.33%
25%	9	48.33%
30%	10	65.00%
35%	10	81.67%
40%	4	88.33%
45%	6	98.33%
More	1	100.00%



Display of Clean Review %

Bin	*Frequency*	*Cumulative %*
50.0%	0	0.00%
55.0%	2	3.33%
60.0%	5	11.67%
65.0%	4	18.33%
70.0%	11	36.67%
75.0%	8	50.00%
80.0%	10	66.67%
85.0%	8	80.00%
90.0%	8	93.33%
More	4	100.00%



LEANOhio

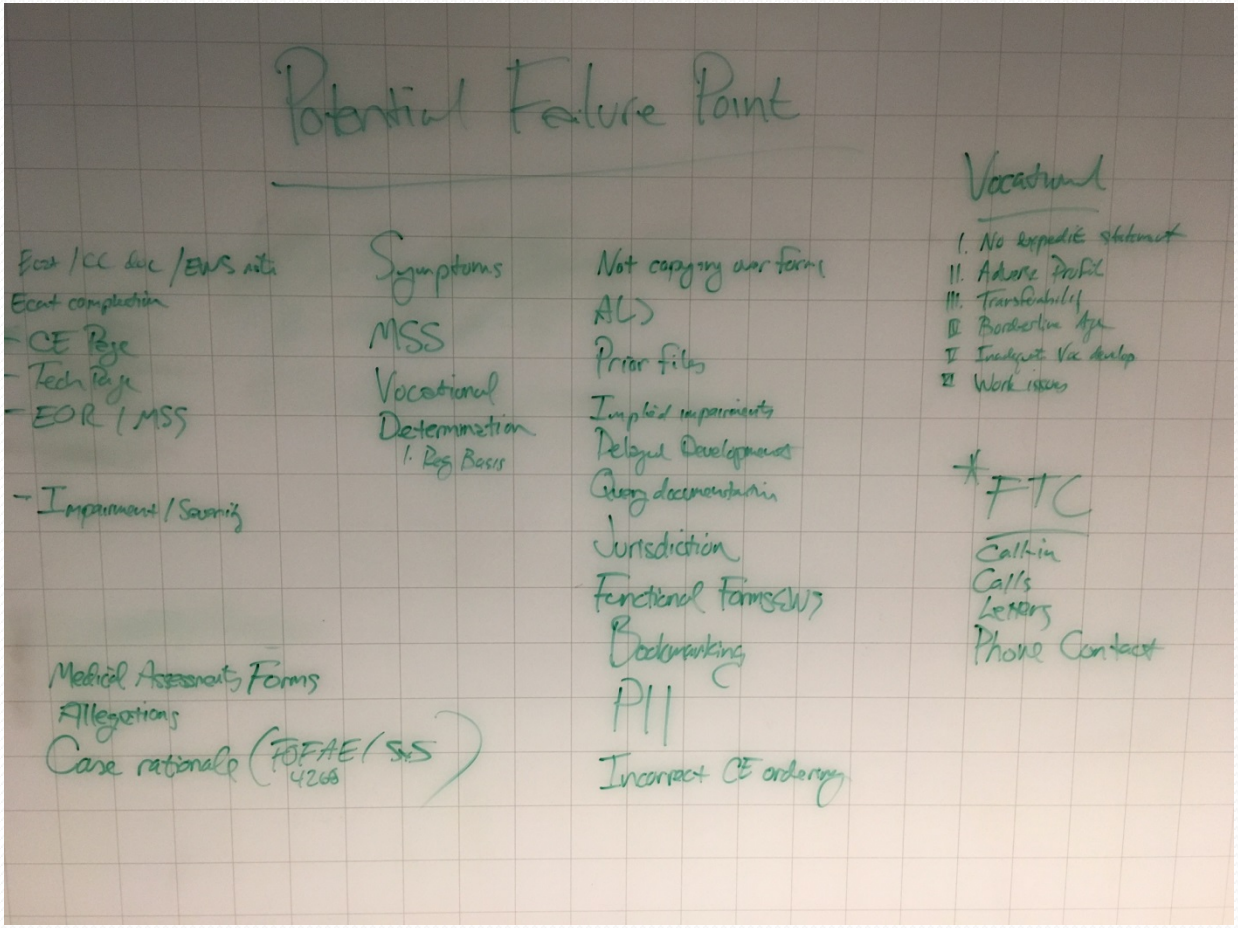
FMEA

- Why use the FMEA?
  - FMEA used to analyze why we had such High Ranges of total reviews
  - High number of error codes
    - Inconsistency in error reporting
    - Pinpointing most catastrophic errors and root causes
      - Using RPN to determine highest priority error and using that to create a guideline for error reporting
      - Easy concept for understanding and reporting risk

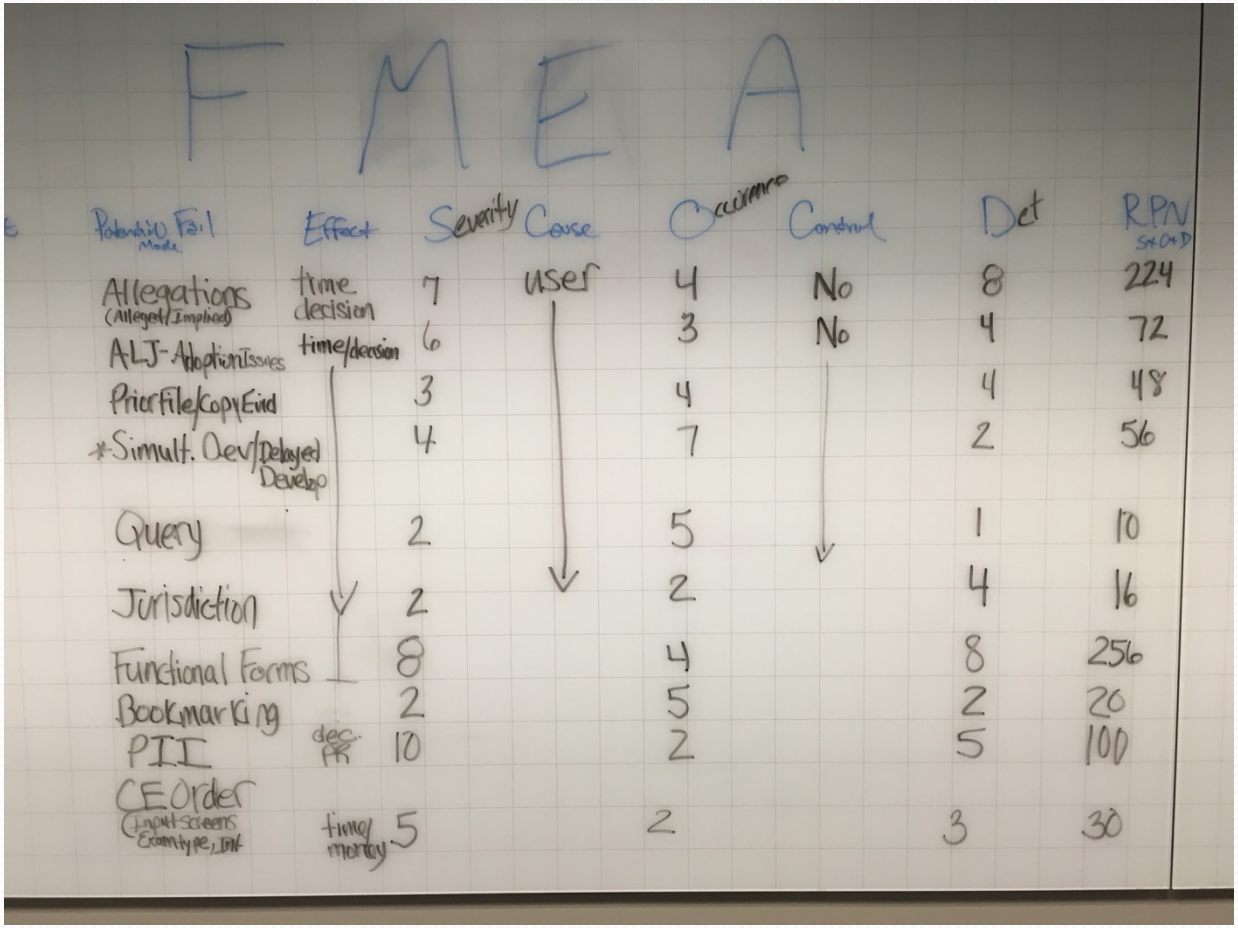
FMEA

- 1st Session

FMEA continued



FMEA cont.



FMEA

Potential Fail Mode	Effect	Severity	Cause	Occurrence	Control	Det	RPN S×O×D
Allegations (Alleged/Implied)	time decision	7	user	4	No	8	224
ALJ-Adoption Issues	time/decision	6		3	No	4	72
Prior File/Copy/End		3		4		4	48
*Simult. Dev/Delayed Develop		4		7		2	56
Query		2		5		1	10
Jurisdiction		2		2		4	16
Functional Forms		8		4		8	256
Bookmarking		2		5		2	20
PII	dec. PR	10		2		5	100
CE Order (input screens Exam type, DM)	time/money	5		2		3	30

FMEA cont.

FMEA
Potential Fail Mode
Effect
S
Cause
O
Control
D
RPN
EWS/CC note
time delay
1
User
5
no
2
10
Completion Ecat
time delay
1
7
"next" button
1
7
Impairment Severity Page
time delay
3
user
4
no
4
48
Symptoms
wrong decision
5
user
8
no
4
160
MSS
same
5
user
5
no
4
100
Vocational Page
wrong decision
8
user
2
no
7
112
Reg Basis Code
4
user
2
no
1
8
PDN
7
user
4
no
3
84
* Medical Assessment Forms
wrong decision
8
user
2
doctor
7
112
FTC
wrong decision
9
user
7
no
7
441

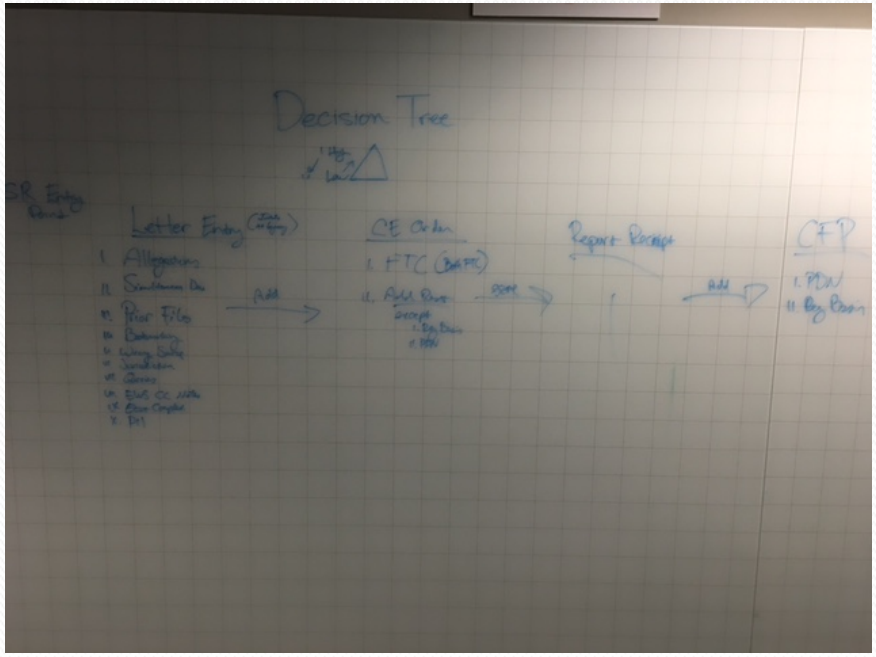
FMEA Data and RPN

			FMEA Chart					
Process Input	**Potential Failure Mode**	**Failure Effect**	**Severity**	**Potential Cause**	**Occurrence**	**Current Control**	**Detection**	**RPN**
	FTC- Due process not followed	wrong decision/ time delay/ customer service	9	user error	7	none	7	441
	Allegations (Alleged/implied)	time/ decision	7	user error	4	none	8	224
	Medical Forms	time/ decision	8	user error	3	none	7	168
	Symptoms	decision/ incorrect forms	5	user error	8	none	4	160
	Vocational Page error	wrong decision	8	user error	2	none	7	112
	PII	decision/ public relations	10	user error	2	none	5	100

LEANOhio

Decision Tree from FMEA

CFP Forms	
FTC- Due process not followed	441
Allegations (Alleged/implied)	224
Medical Forms	168
Symptoms	160
Vocational Page error	112
PII	100
Medical Source - MSS	100
PDN	84
ALJ - Adoption issues	72
FTC -Due process no actions needed	70
Simultaneous Development / Delayed Development	56
Prior files/ Copied Evidence	48
Impairment Severity Page	48
Wrong source - critical	40
CE order (Input/ exam types)	30
Bookmarking	20
Jurisdiction	16
Wrong source - non critical	12
Queries	10
EWS/CC notes	10
Reg Basis Code	8
Ecat Completion errors	7



Project Metrics

Goal:

Performance Metrics: What measures will tell you if you are successful.	Performance Metrics			
	Current	Goal	Final	% Change
Clean SR percentage spread	38.50%	-15%		
Develop and Tech SR percentage spread	35%	-15%		

LEANOhio

Project Benefits - Intangible

- **Increased confidence in QA review system**
- **Improved knowledge base**
- **Accurate discussions regarding error types**
- **Better analysis of trending codes**
- **Improved satisfaction in error reporting**

Improvement summary

Current Key Issues	How We Improved
Inconsistency	Error code decision tree
Ambiguity	Standardization
Mistrust in Reporting	Concise and clear reviews

LEANOhio

Implementation Plan

- Implementation will begin over the next 1-3 months
- Using Decision tree to prioritize reviews and errors
- Sample cases for better training supervisors focusing on consistency of the error cited

As A Result

- Improving the Inline Quality Review system
  - Provides a more consistent range of error codes
    - Identify outliers
  - Decreases ambiguity of error codes
  - More concise Quality Review manual
  - Transparent Quality Review process
  - Addition of Decision Tree to facilitate citation of the most severe errors present

Special *thanks* to…

***Senior Leadership*:**
Kevin Miller – Executive Director
Bill Bishilany – Assistant Executive Director
Erik Williamson – Deputy Director
Rhonda Tanner – Assistant Deputy Director
Teresa Gray – Assistant Deputy Director
Tom Melfo – Assistant Deputy Director
Raivo Murnieks – Deputy Director

***Process Owner*:**
Heather Graham

***Project Mentor*:**
Fred Schindler

Special thanks, cont.

- Subject Matter Experts:
  - Dan Cuda, Philana France, Debby Jackson, Kim Luckhaupt, Lisa Comer, Julie Keel, Beth Baker, Sally Miska, Heidi Block, Mike Johnson, Brad Dickson, Kristin Garrett
  - The Lean Ohio Network