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Opportunities for Ohioans with Disabilities

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

Green Belt Six Sigma Project Report Out

Darin McCoy

Alissa Otani-Cole

Donna Rhoads

Maria Seaman

Vicki Smith

Opportunities for Ohioans with Disabilities

March 19, 2015

CASE SERVICES INVOICE PAYMENTS

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OOD

- Darin McCoy, VR Assistant Deputy Director
- Alissa Otani- Cole, Rehabilitation Program Specialist
- Donna Rhoads, VR Account Examiner 2
- Maria Seaman, OOD Budget Manager
- Vicki Smith, Business Enterprise Area Manager

BACKGROUND- SCOPE

- Opportunity – To standardize the process for payments of case services and reduce the time and number of touches, which will increase efficiency and accuracy.

- Scope: Invoice Processing

First Step: Receipt of an invoice from a vendor

Last Step: Closure of an authorization

PROJECT GOALS

Project Benefits

- Availability of case services dollars throughout the year
- Faster payments and consistency in processing billings for vendors
- Improved forecasting and budgeting information
- Improved morale for all involved

Goal

- Timely and accurate processing of payments
- Standardization of billing process
- Maximize available dollars in the budget

BASELINE DATA

Actual Dates of Service to Receipt of Invoice

- Current data is not accurate

Receipt of Invoice to Creation of Payment

- Data is not currently captured

Creation of Payment to Release of Payment

- Ranged from 0-78 days
- Average was 11 days

DATA COLLECTION PLAN

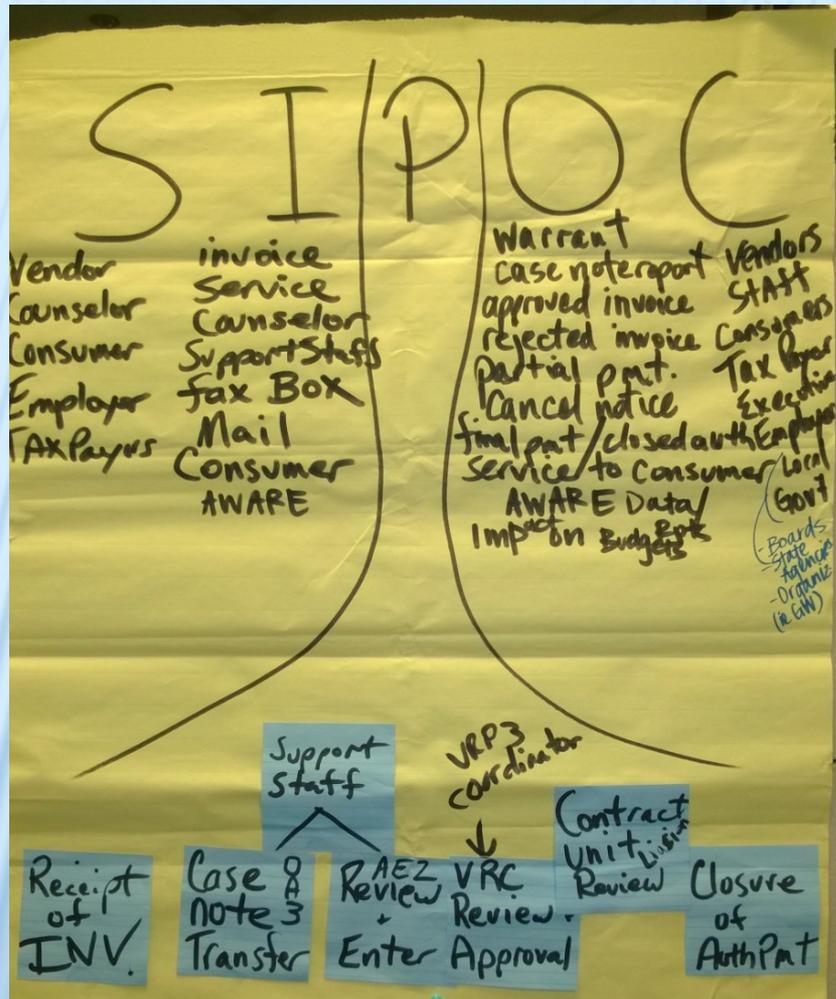
Current State

- Current process does not facilitate collection of data to assess time lapse between steps in the process

Future State

- Adding fields to capture invoice date and invoice receipt date
- Capturing accurate data on actual dates of service
- Query fields at 30, 60, and 90 days to determine current baseline for each measure
- Determine if new process meets targeted timeframes

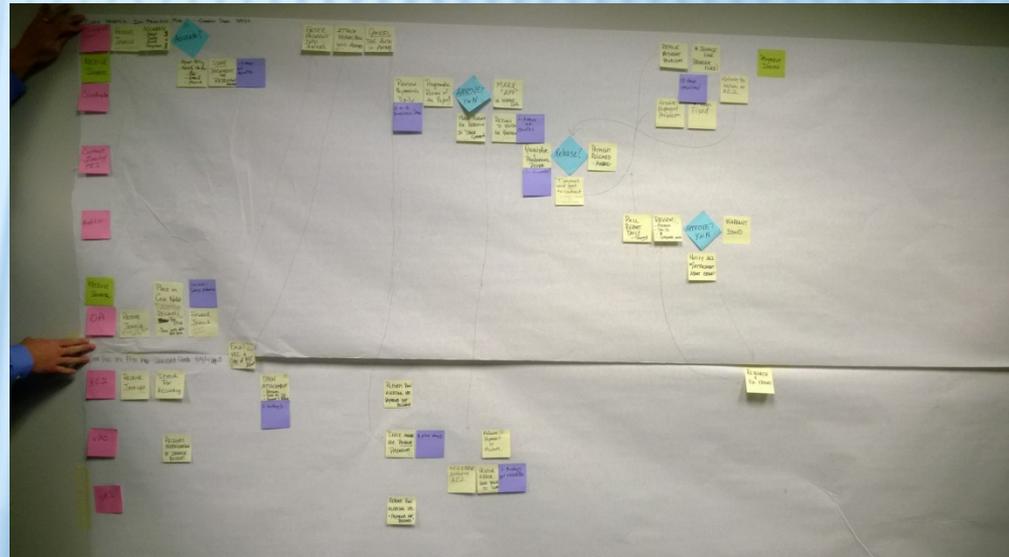
HIGH LEVEL PROCESS - SIPOC



CURRENT STATE PROCESS MAP

Compiled a team of 27 Subject Matter Experts (SMEs) from across the state representing various positions and geographical areas.

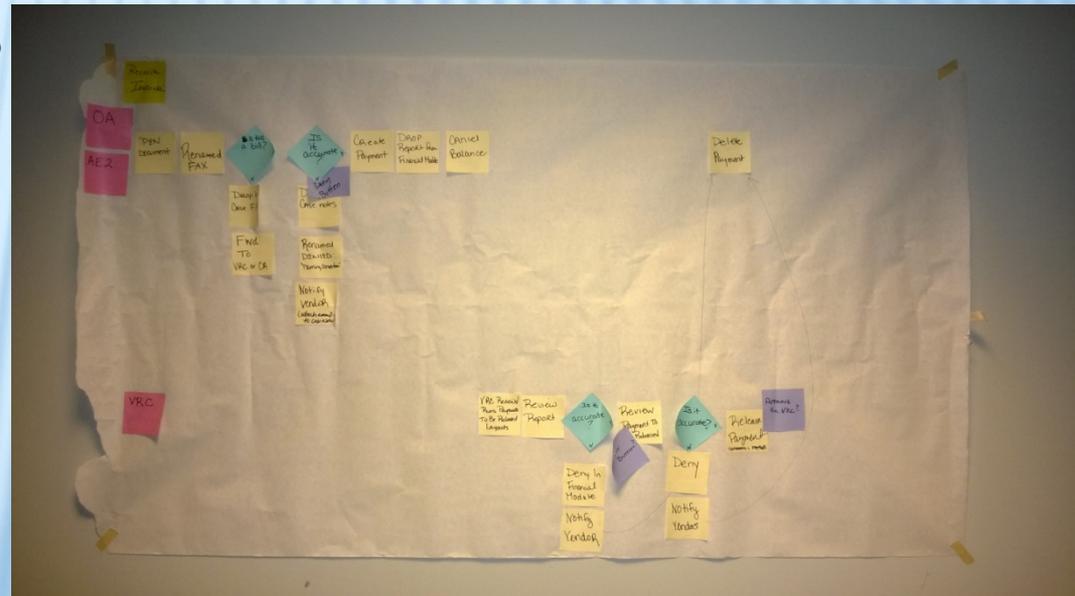
- 8 Functional Areas
- 40 Tasks
- 9 Areas of Delay
- 4 Decision Points
- Many hand-offs and loop backs



CLEAN SHEET REDESIGN

After two additional meetings with our SMEs, two Future State maps, the Clean Sheet Redesign reduced the Current State process to:

- 3 Functional Areas
- 19 Tasks
- 3 Areas of Delay
- 4 Decision Points



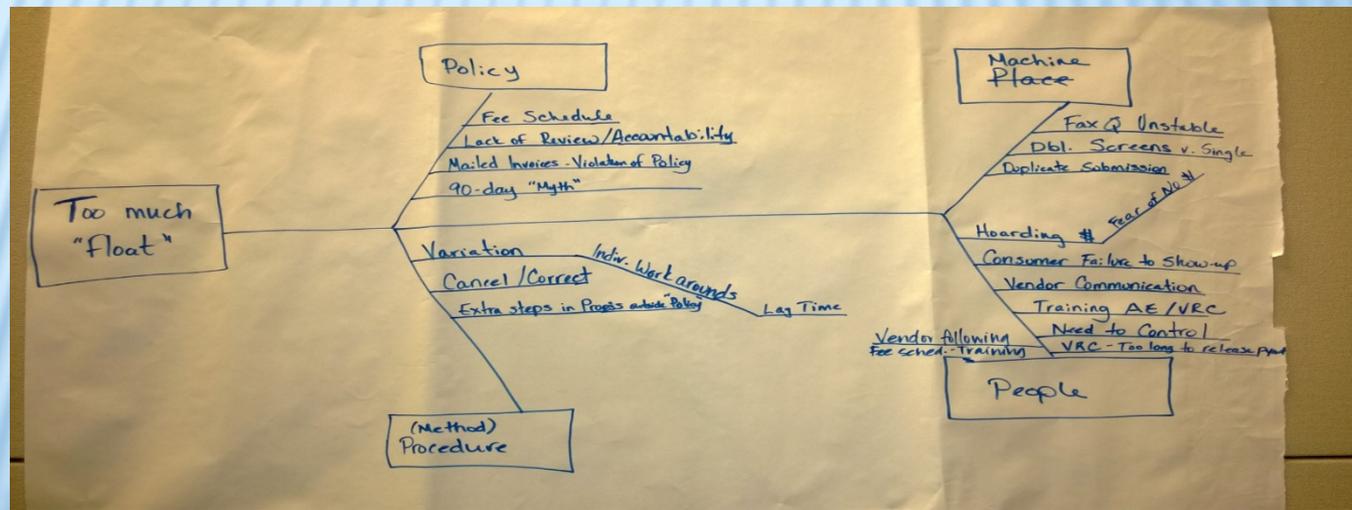
CLEAN SHEET REDESIGN SME GROUP



OTHER TOOLS - TO TELL YOUR STORY

Fishbone Diagram

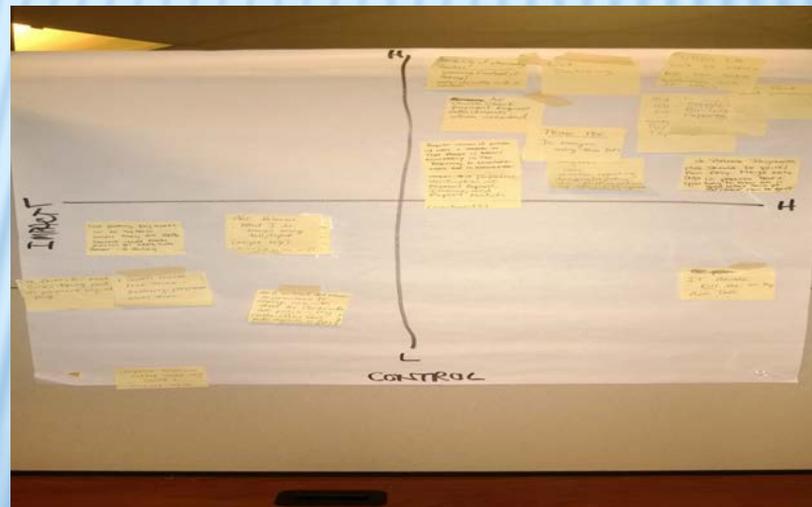
- Identify possible and most likely causes of a problem
- Ensure that all perspectives are looked at and nothing is overlooked
- Preclude jumping to solutions and move from opinion to testable theories



OTHER TOOLS - TO TELL YOUR STORY

Brainstorming

- Quickly generate a large number of ideas
- Impact Control Matrix used to assess generated ideas: high or low impact, and high or low control



OTHER TOOLS – TO TELL YOUR STORY

Operational Definitions

- Clear, concise detailed definition of a measure
- To help ensure data being collected is accurate and reliable.

Failure Mode and Effects Analysis (FMEA)

- Identify potential defects/issues in a design or a process based on severity , expected frequency and likelihood of detection.

Implementation Plan

- Action Register
- Timeline Tree

PROJECT BENEFITS - TANGIBLE

- Standardization of the process for all AE2s/CSS statewide – Updated Procedure (Thanks Vicki F!!)
- Centralized (by region) repository for invoices
- Able to accurately measure the time between steps in the process
- Reduce number of handoffs
- Medical Information not mixed with billings – easier access = faster to VRC for eligibility decisions.
- Reduce the time to process a bill
- Easier coverage among support staff

PROJECT BENEFITS - INTANGIBLE

- Improved morale – we are all in this together!
- Increased knowledge of vendors
- Vendor billing issues more readily identified
- Leveraging AWARE
- Less hassle for vendors on where to fax their billings-reports.
- Improved visibility of processing time
- Better service to consumers
- Better relationship with vendors

IMPLEMENTATION PLAN

Task	Who	When	Status
Creating Fax Q for each area and contract	IT/Darin and Maria	By March 1	Currently being worked on
Train and pilot policy/procedure	GB Team will train and pilot in NW	February-May	Roll-out plan meetings scheduled
Analyze data from pilot area	Team	April – June	
Provide additional feedback on policy/ procedure	NW Field Staff, Contracts Pilot staff, GB Team, Sponsors, Vicki	May-June	

IMPROVEMENT SUMMARY

Current Key Issues

Vast variation of the invoice payment process statewide

Varied processes for handling denied invoices and reports

Unable to collect usable data on the time between steps in the process

How We Improved

Standardized process with regionally centralized invoice repository

Consistent tracking of denied invoices and reports

Key fields are being required to create accountability for timely payments

SPECIAL THANKS TO...

Director Miller

Bill Bishilany

Raivo Murnieks

Sponsors: Susan Pugh

Mindy Duncan

Team Leader: Maria Seaman

Subject Matter Experts

- AE2s
- OA3s
- VRCs
- VRSs
- Contracts' Support Staff
- Contracts' Coordinators
- Finance staff

QUESTIONS/COMMENTS

