

LEANOhio

Ohio Department of Developmental
Disabilities

MSS Overhaul

November 4 – 8, 2019

How Did We Get Here?

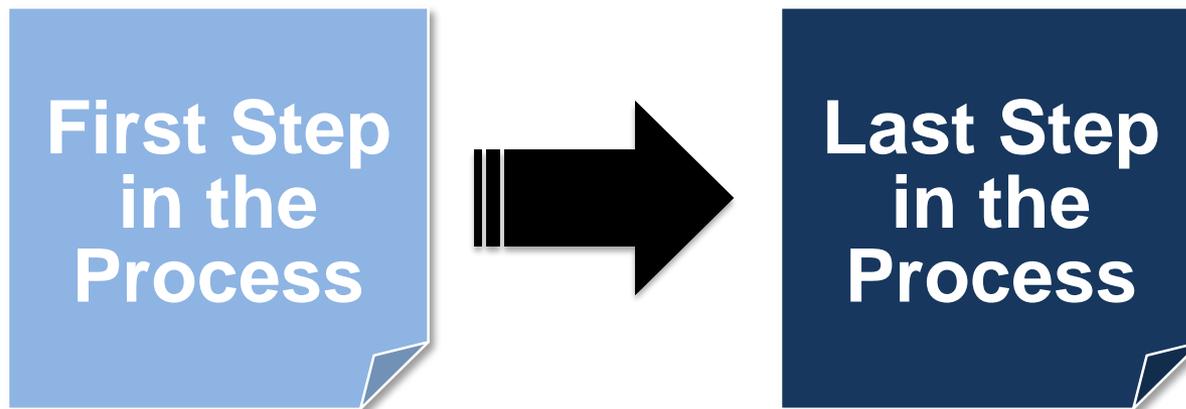
A number of issues related to the MSS system have illustrated the need for the system to be upgraded. To that end, we first want to improve the underlying business process before redesigning the system.

Team Cerberus



Event Scope

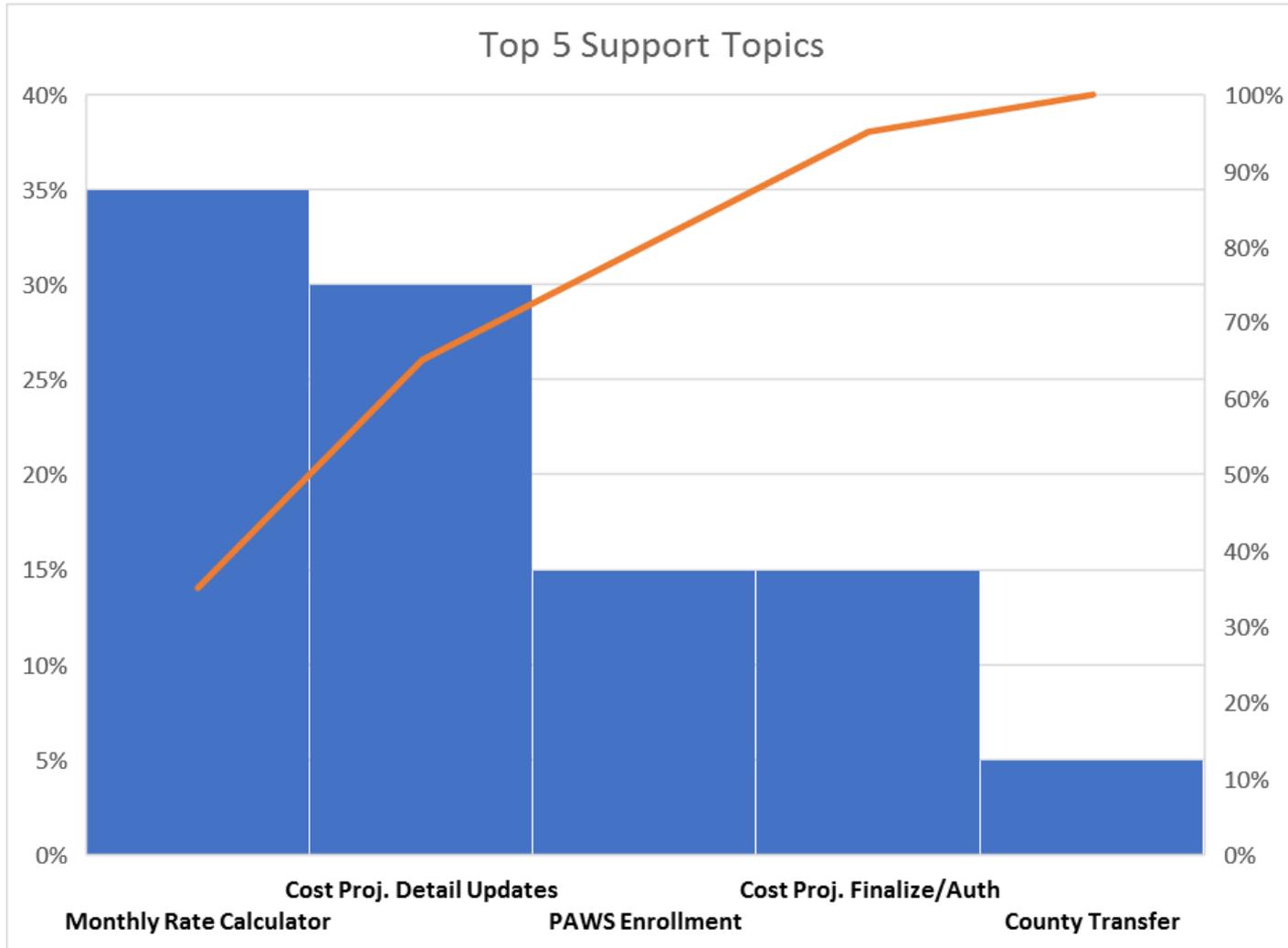
- What is the first step in the process?
 - A site is created in MSS
- What is the final step in the process?
 - Finalize and authorize services for all individuals within the site.



Event Baseline Data

- Number of customers – a few thousand (this includes both external and internal)
- Number of completed items – since 2011 several hundreds as MSS is updated with every service change we do.
- Number in backlog items – 40
- MSS Support Emails – 205/mo avg.
- MSS Support Calls – 85/wk avg.

Event Baseline Data



Process Improvement Goals

**Reduce process
lead time by
50%**

**Reduce defect
rate by 50%**

**Reduce time spent
on technical
assistance calls by
50%**

Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



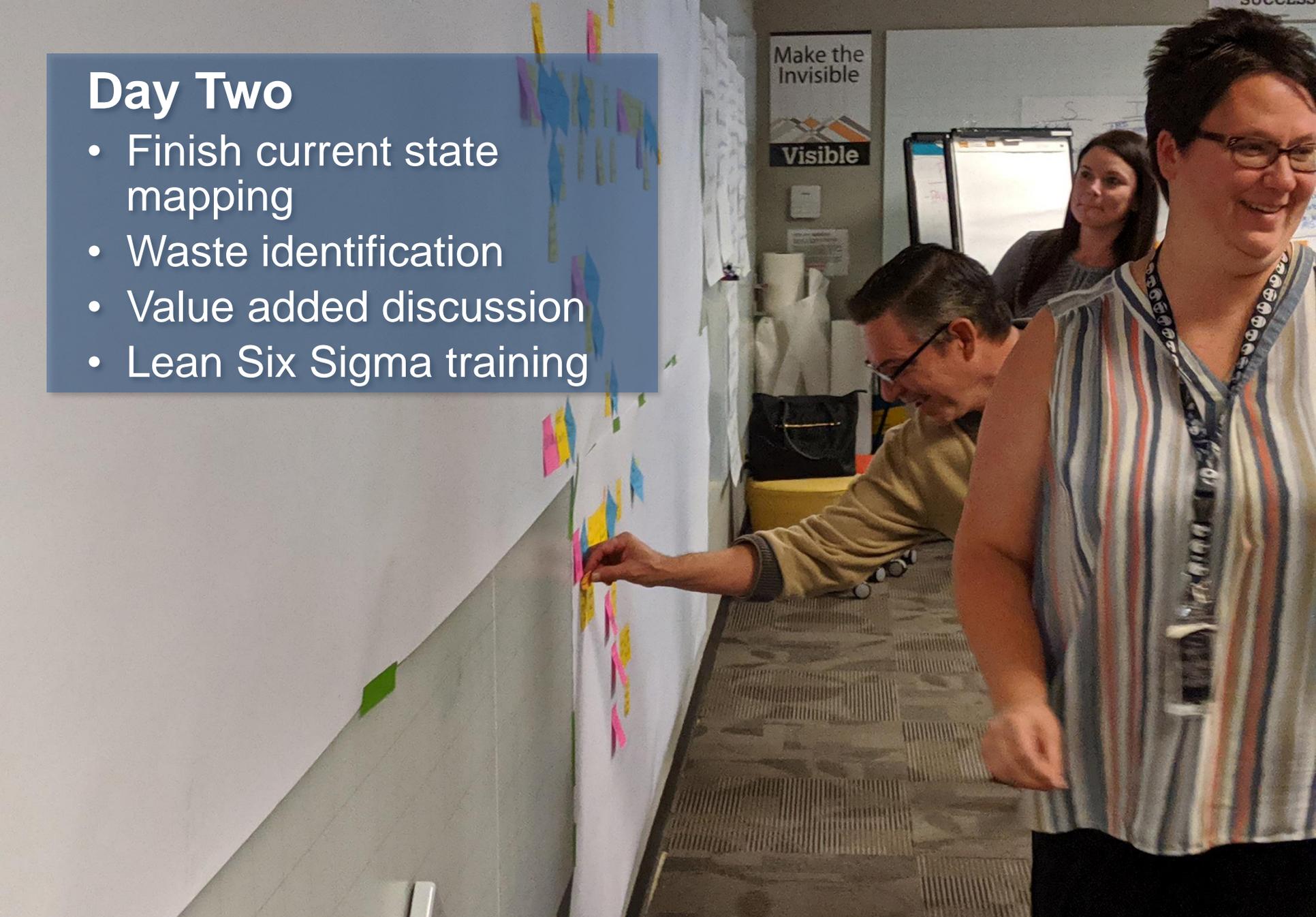


Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping

Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



Faster

LEAN Ohio

Better

Less Costly

124 Brainstormed Ideas!

Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



Day Four

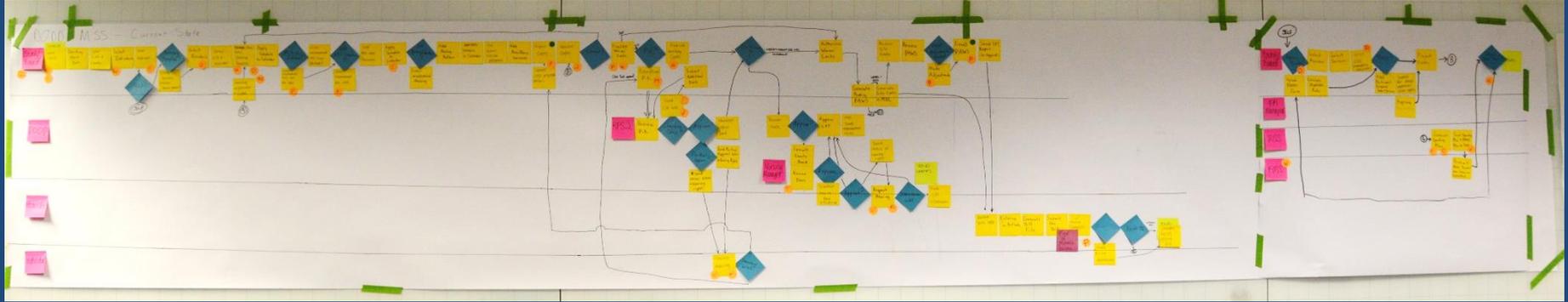
- Future State Process
- Discussion and consensus
- Implementation planning
- Details



Today - Day Five

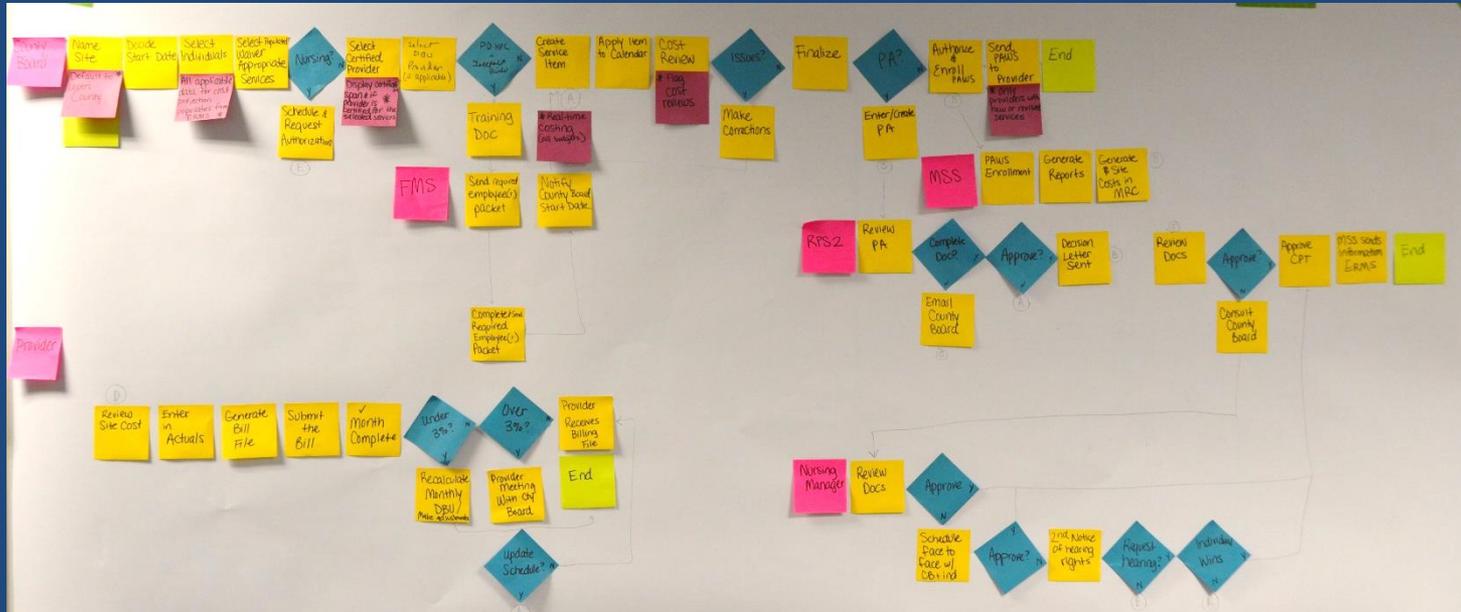
- More implementation planning
- Celebration
- Sharing results

Current State



- **35 identified waste points**
- Buildup of old data
- Provider status not known until end
- Multi-user access issues
- Prior authorization paperwork/delays
- Manual calculations for SELF waivers
- Can't tell if you've saved your progress
- Unable to carry over prior year information
- Lack of notifications when site information gets updated
- Can't see spending plan before it gets sent to FMS

Future State



- Unified scheduling
- Real-time costing
- “Turbo Tax” style guided flow
- Targeted notifications
- Archiving/sorting data
- Combined calendar
- Multi-user access
- Sandbox calendar
- Validation throughout the process

Simpler



- More intuitive, user-friendly interface
- Better navigation
- Easier to understand
- PAWS enrollment after PA
- Archiving old data will simplify navigation

Faster



- Service selection calendar “one-stop shop”
- Providers to be paid faster
- Quicker PAWS enrollment
- Faster method for populating individual information

Better



- Issues identified sooner through stakeholder collaboration
- Real-time cost calculation
- Simplified entry and approval of nursing services
- Less adjustments to schedules on backend
- Data validations and auto-save will occur in real time

Less Costly



- 40% less staff time spent in processing
- Less time spent in training for county boards
- Less time spent on technical assistance
- Less time spent by providers on proofing accuracy
- Targeted notifications for providers means less time spent searching for changes

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	92	53	42%
Decision Points	22	14	36%
Handoffs	22	9	59%
Lead Time	12.5 business days	7.4 business days	40%
Process Time	9.25 hours	5.5 hours	40%

Action Registers

- IT
- Communication
- Training

IT Plan

- Data archiving
- NMT
- Azure
- BEST
- MRC actuals upload
- MSS Overhaul

I T

What	When	Who
Data Archiving	Jan-2020 (Test)	Polly/Marcus
NMT	Dec - 2019	POC
Azure	April - 2020 (Test)	POC
BEST	March - 2020 TBD	Polly
MRC Actuals Upload - Requirements Gathering		Polly
Gather Req's		Polly
MSS Rewrite IT Provided Training Material	May-2020 to April 2021	Polly/Jessica

Communication Plan

- Report outs to stakeholders
- Low-hanging fruit
- Updates in “Movement” (workgroup)
- User testing/scenarios
- Training sessions

Communication

What	When	Who
Report out to MRC, DACB, Provider ASSOC. *MDA/DOD	By Nov. 15, 2019	Jess/Nicole
Low Hanging Fruit	Implementation	Jess/Nicole
Updates in 'Movement' (workgroup)	As needed	-communications?
User testing/scenarios	Notify/Access - Now As available in UAT (2 WK lead)	Jess/Nicole/IT
Training Sessions	2 months ahead	

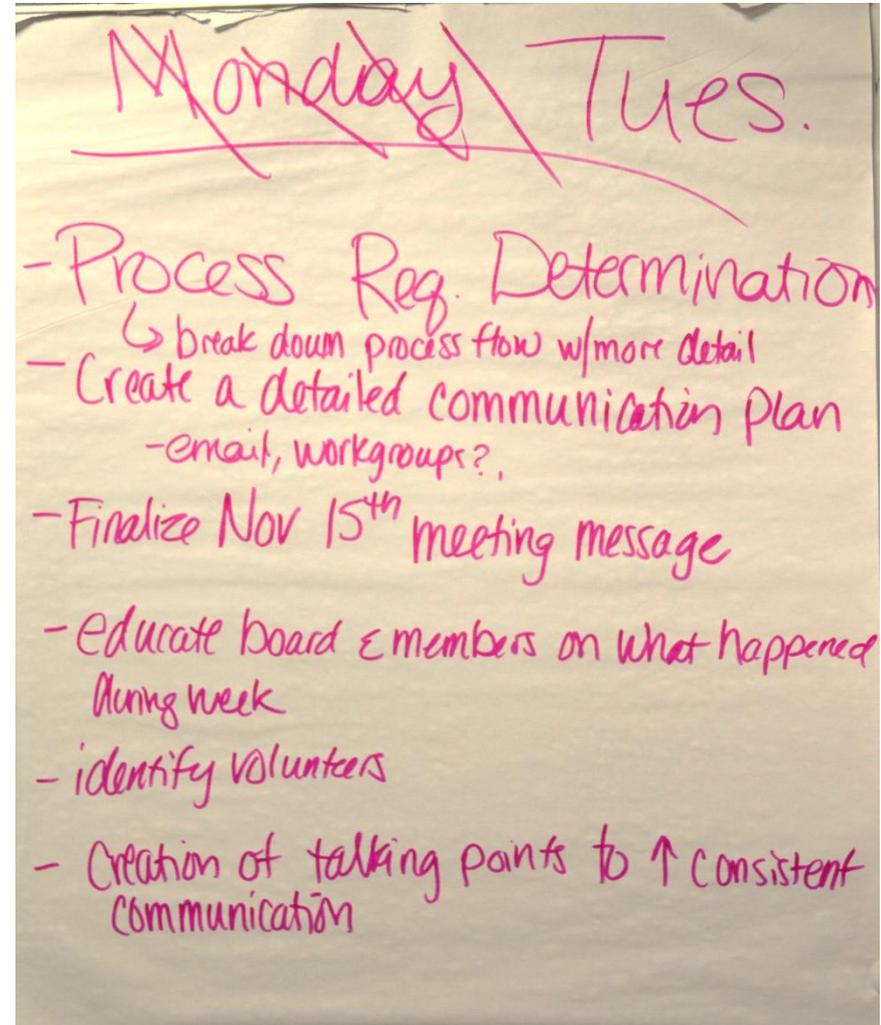
Training Plan

- Develop training materials
- Face-to-face training w/ training environment
- Online training materials
- Ongoing tech support
- Train the trainer

What	When	Who
DEVELOPMENT OF TRAINING MATERIAL	DURING DEVELOP OF APPLICATION / RE-DESIGN	DODD Rik-DODD
FACE TO FACE TRAIN (+ TRAINING ENVIRONMENT)	6 MO PRIOR TO RELEASE	DODD / CB / PROVIDER (MIKE - PROVIDER Rik - DODD BRITT - CB)
ONLINE TRAINING MATER • YOUTUBE VIDEOS (BY SECTION) • TECHNICAL GUIDE	6 MO PRIOR TO RELEASE	DODD / CB / PROVIDER Rachel - CB Mike - PROVIDER Rik - DODD
ONGOING TECH SUPPORT • IN APPLIC. • PHONE	AT RELEASE OF APPLICATION	DODD / CB / PROVIDER MIKE - PROVIDER BRITT - CB DODD / CB / PROVIDER Rik DODD
TRAIN THE TRAINER (COMPOSED OF CB + PROV)	6 MO PRIOR TO RELEASE	DODD / CB / PROVIDER TOM - CB Mike - PROVIDER Rik DODD RESISTOR CB

What Begins Monday Tuesday?

- Process requirement determination
- Detailed communication plan
- Finalize Nov 15th meeting message
- Communications about what happened this week
- Talking points to increase consistent communication



Special Thanks to...

Senior Leadership:

Director Jeff Davis

Deputy Director Debbie Hoffine

Sponsor:

Jessica McGonigle

Team Leader:

Nicole Northrup

Subject Matter Experts:

Polly Malthaner, Ravi Meddula, Jim McDougall (IT)

Katja Ryabtseva (Data Analytics)

Clay Weidner (Fiscal)