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.
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

Top 5 Support Topics

- Monthly Rate Calculator
- Cost Proj. Detail Updates
- PAWS Enrollment
- Cost Proj. Finalize/Auth
- County Transfer

SIMPLER. FASTER. BETTER. LESS COSTLY.
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
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

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>92</td>
<td>53</td>
<td>42%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>22</td>
<td>14</td>
<td>36%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>22</td>
<td>9</td>
<td>59%</td>
</tr>
<tr>
<td>Lead Time</td>
<td>12.5 business days</td>
<td>7.4 business days</td>
<td>40%</td>
</tr>
<tr>
<td>Process Time</td>
<td>9.25 hours</td>
<td>5.5 hours</td>
<td>40%</td>
</tr>
</tbody>
</table>
Action Registers

- IT
- Communication
- Training
# IT Plan

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

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Archiving</td>
<td>Jan-2020 (Test)</td>
<td>Polly/Marcus</td>
</tr>
<tr>
<td>NMT</td>
<td>Dec-2019</td>
<td>POC</td>
</tr>
<tr>
<td>Azure</td>
<td>April-2020 (Test)</td>
<td>POC</td>
</tr>
<tr>
<td>BEST</td>
<td>March-2020 TAD</td>
<td>Polly</td>
</tr>
<tr>
<td>MRC Actuals Upload + Requirements Gathering</td>
<td>May-2020 to April 2021</td>
<td>Polly/Jessica</td>
</tr>
<tr>
<td>MSS Rewrite</td>
<td></td>
<td>Polly</td>
</tr>
<tr>
<td>IT Provided Training</td>
<td></td>
<td>Polly</td>
</tr>
</tbody>
</table>
Communication Plan

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

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report Out to HRC, OACB, Provider Assoc, &amp; MD/HOPD</td>
<td>By Nov. 15, 2019</td>
<td>Jess/Nicole</td>
</tr>
<tr>
<td>Low Hanging Fruit</td>
<td>Implementation</td>
<td>Jess/Nicole</td>
</tr>
<tr>
<td>Updates in ‘Movement’ (workgroup)</td>
<td>As needed</td>
<td>-communications?</td>
</tr>
<tr>
<td>User Testing/Scenarios</td>
<td>Notify/Access - Now As available in UAT (plan)</td>
<td>Jess/Nicole/IT</td>
</tr>
<tr>
<td>Training Sessions</td>
<td>2 months ahead</td>
<td></td>
</tr>
</tbody>
</table>
Training Plan

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

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of training material</td>
<td>During development of application/design</td>
<td>Dodd/Rick Dodd</td>
</tr>
<tr>
<td>Face to face training (+ training environment)</td>
<td>6 mo prior to release</td>
<td>Dodd/CB Provider</td>
</tr>
<tr>
<td>Online training material</td>
<td>6 mo prior to release</td>
<td>Dodd/CB Provider</td>
</tr>
<tr>
<td>YouTube videos (by section)</td>
<td>At release of application</td>
<td>Tom CB Provider</td>
</tr>
<tr>
<td>Technical guide</td>
<td>At release of application</td>
<td>Tom CB Provider</td>
</tr>
<tr>
<td>Ongoing tech support</td>
<td>At release of application</td>
<td>Tom CB Provider</td>
</tr>
<tr>
<td>Train the trainer (composed of CB+Prov)</td>
<td>6 mo prior to release</td>
<td>Tom CB Provider</td>
</tr>
</tbody>
</table>
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)