

LEANOhio

Ohio Department of Insurance
Enforcement Process

1/26 – 1/30/15

How Did We Get Here?

- Enforcement Process is time consuming
- Paper based
- Multiple tracking systems
- Lack of transparency / accountability
- Silos of information
- Joe made us do this!

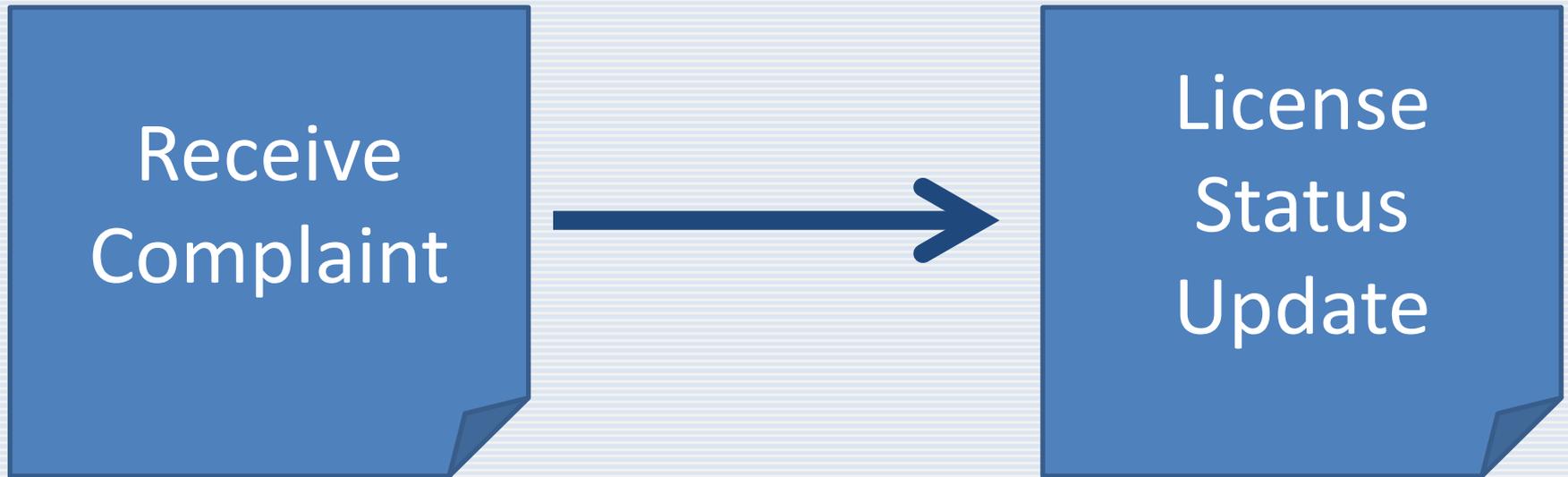
“EL²F”



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Scope of the Event

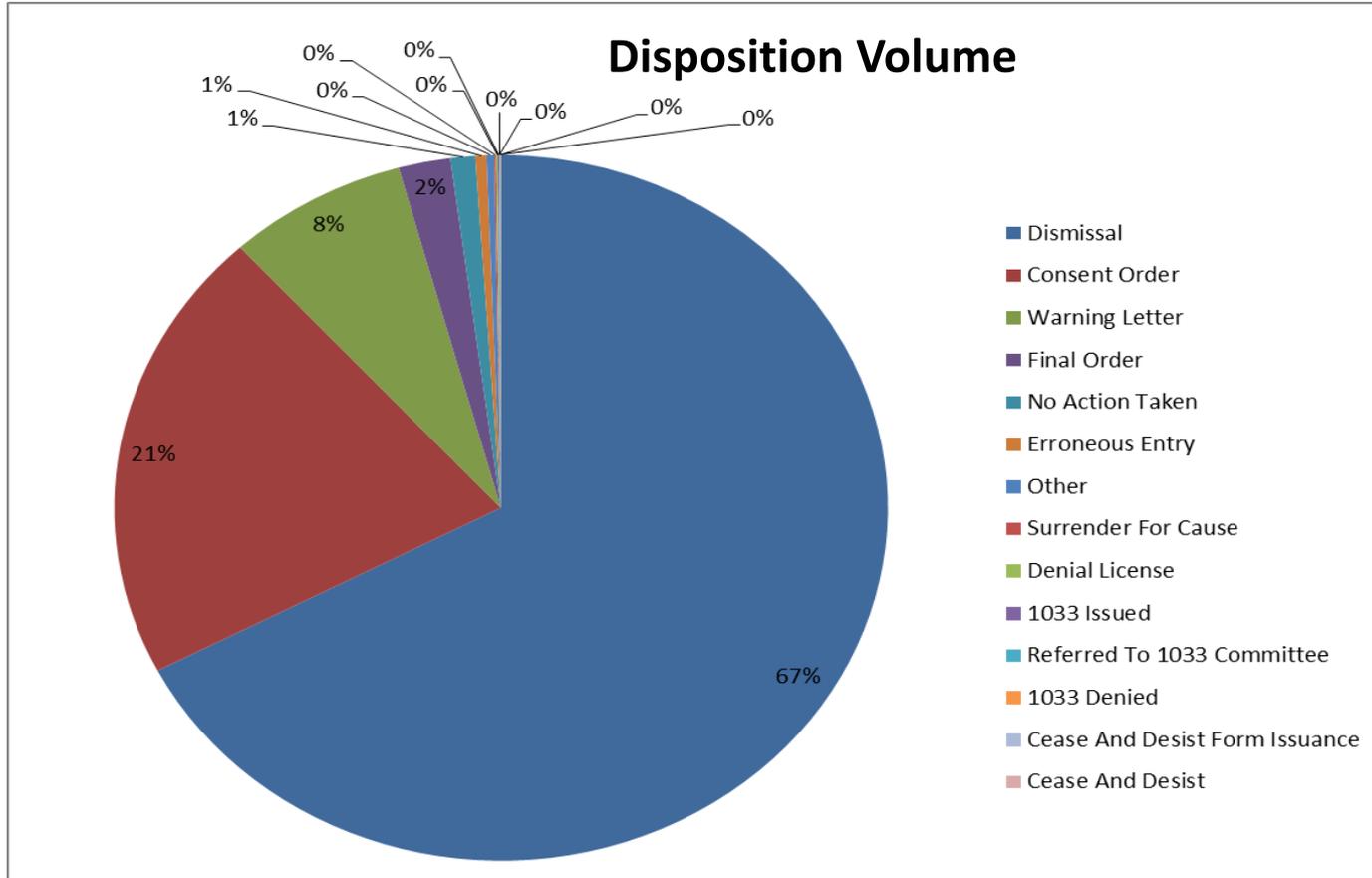




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BASELINE DATA

- Pulled over 17,000 closed cases from 1991- 2014
- Grouped similar Disposition Types

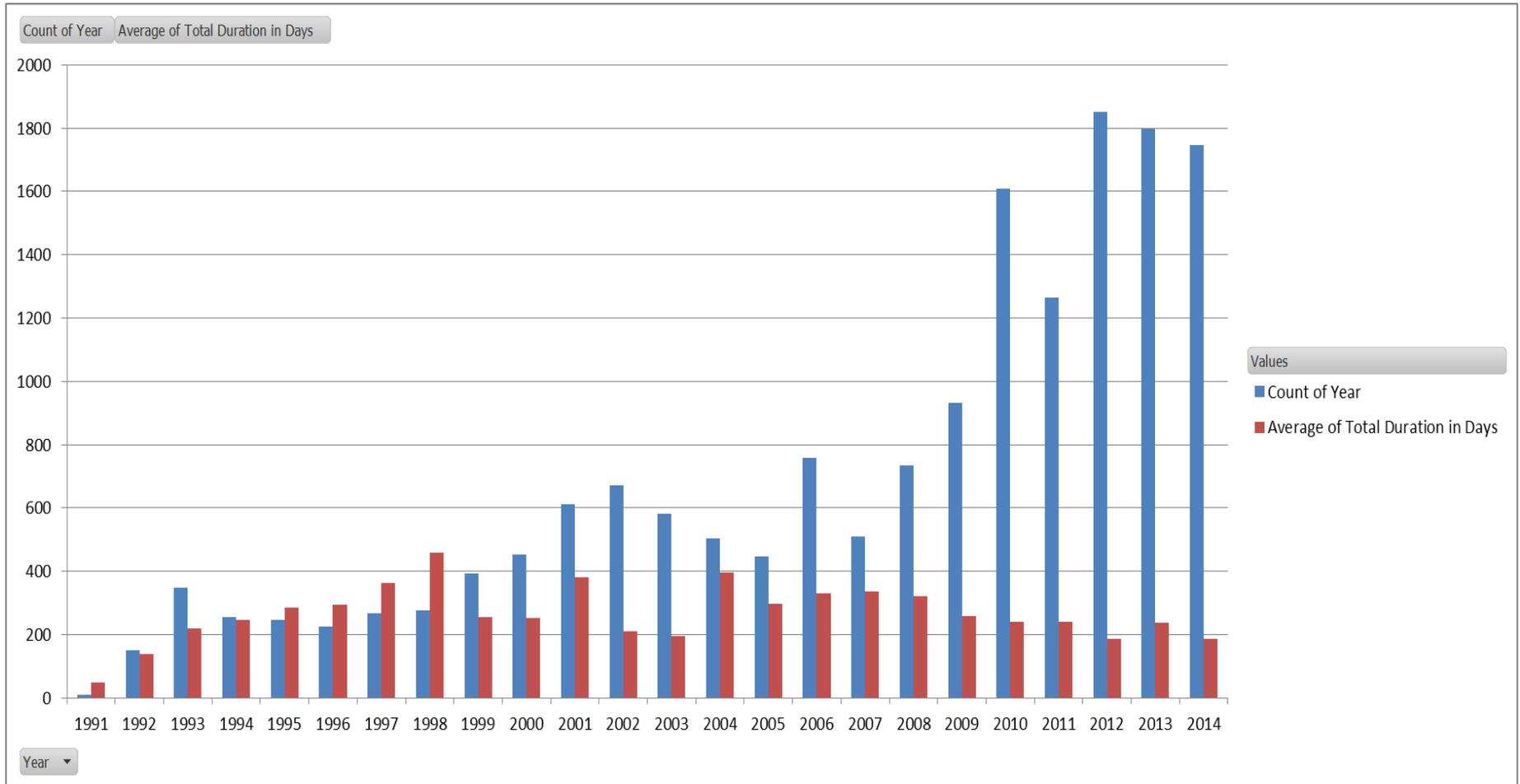


Dismissal: 67% Files requiring Division Coordination: 33%



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CASELOAD & PROCESS TIME



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Process Improvement Goals

Goals

Create one standardized and documented process

Reduce the amount of time from start to finish

Improve communication and collaboration

Prepare business requirements for IT solution

To Break 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

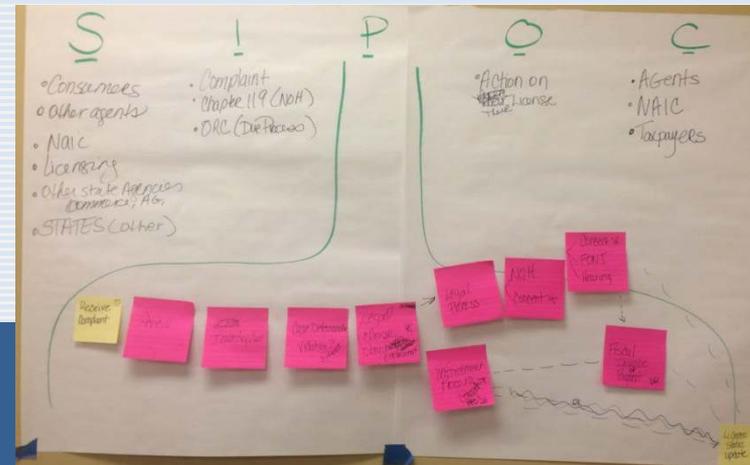
- Level Setting
- Scope of Event
- Stakeholder Identification
- Current State Mapping

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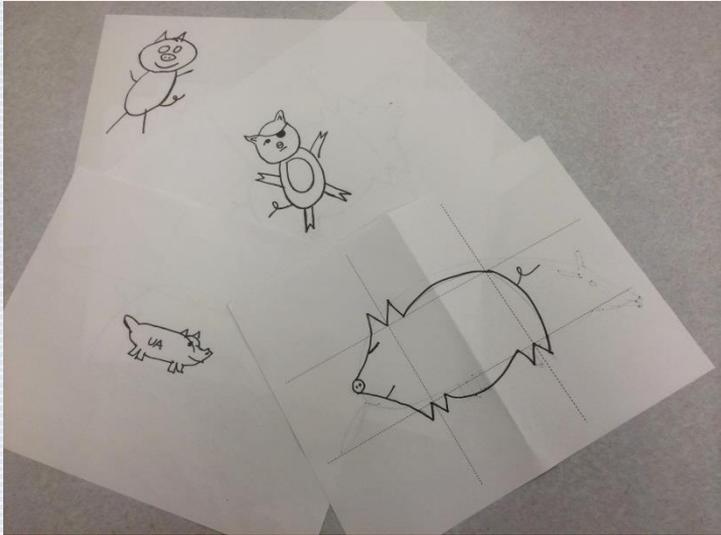
Enforcement Process
1/26 - 1/30/15

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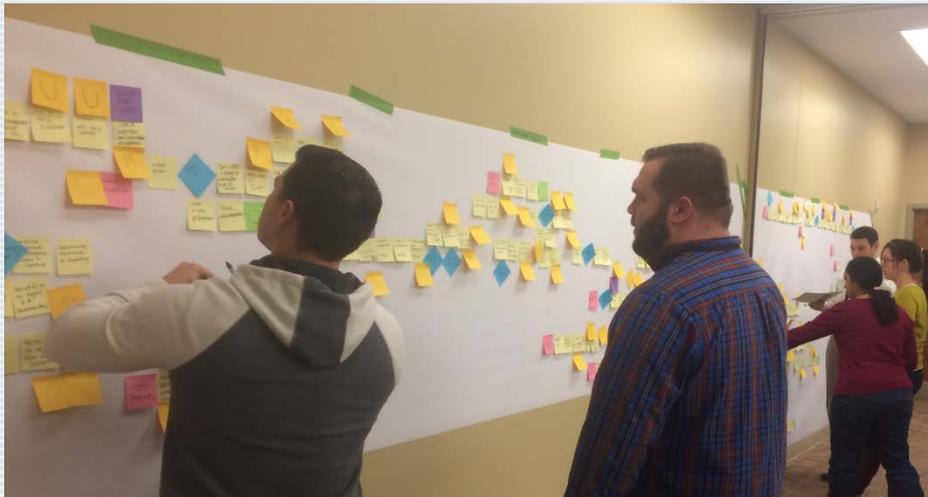
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Day Two



- Finish Current State Mapping
- Waste Identification
- Just In Time Lean Six Sigma Training



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Day Four

Common	Unique
Dashboards "Alerts"	Access Gateway (Portal)
One System - for All one Module	Change in Wait Time
Electronic Less Paper	Due Dates on Invoices
Automated Notices E Signatures	Change in Draft of Notices
Push Emails	Orders Meeting / Computer Paper less
System Closes Consents meet to Legal Side "Less David"	Manual limitations
All Staff the Same	Automatic Assign Investigator
	Electronic Signature Draft Director

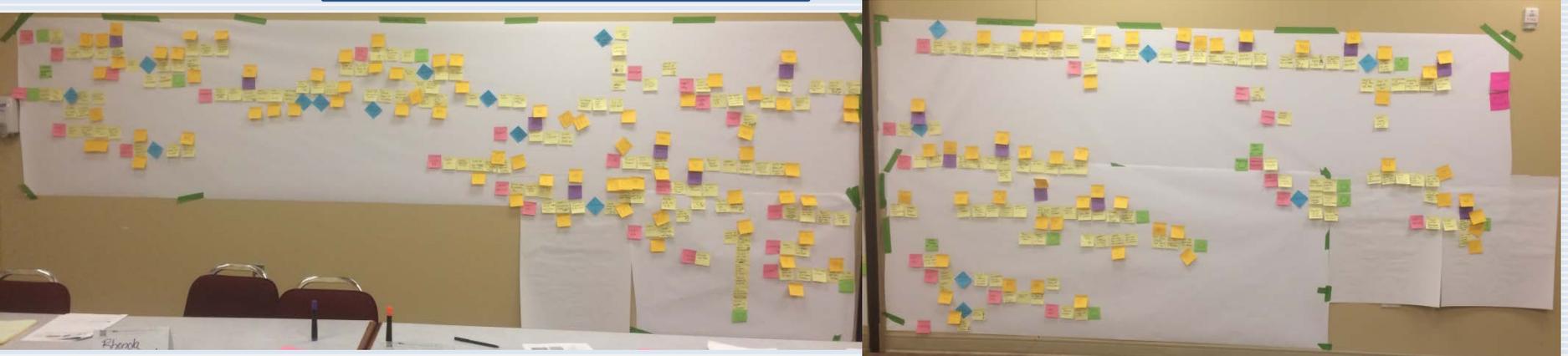
- Future State Process Development
- Discussion and Consensus
- Implementation Planning
- Details



LESS

Current vs. Future State

Current State



Future State



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Simpler/Faster

- Eliminated 114 steps from the current process
- There will be 14 handoffs in the new process versus 36 in the current process
- To process an Enforcement Consent currently takes 60 days in the new process it can take as few as 15 days

Better

- Increased Communication
- Improved Customer Experience
- Less Frustration for Staff
- Four divisions working together to create IT requirements that work for everyone
- Transparency into the process
- Breaking down silos

Less Costly

- Reduction of paper consumption: 170,000 pages a year
- Redirected hours that can be spent on core mission work: over 1300 hours a year
- Secondary savings in shredding, paper and postage

Summary Scorecard

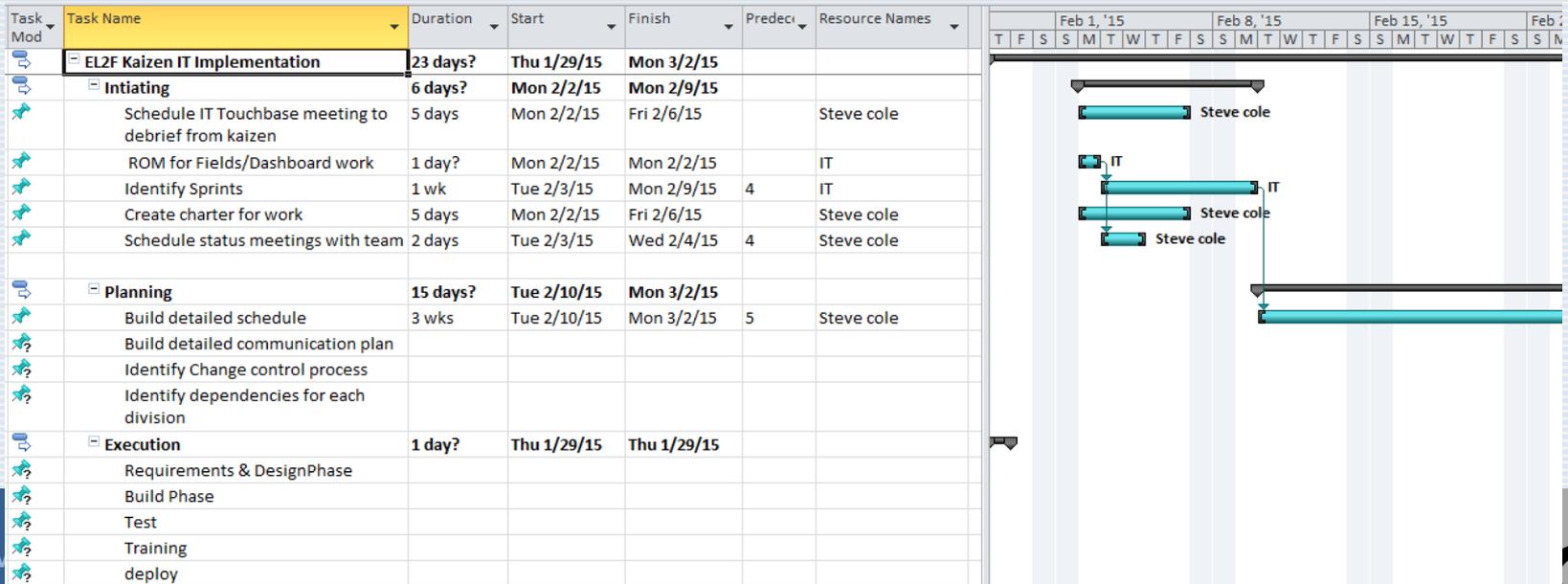
Measure	Current Level	NEW	Change
Process Steps	174	60	66%
Handoffs	36	14	61%
Process Lead Time (Enforcement Consent Process)	60 days	15 days	75%

Implementation Plans

- Communication/Training
- IT Requirements (for all sections)
 - IT Team Leads
- Checklists and Other Resources
- ODIIS Dashboards
- What Begins on Monday

Information Technology Plan

- Worked with IT to create Clear ODIIIS Business requirements for all four divisions
- Working groups will meet regularly with IT until improvements are completed
- Created detailed project plan for IT implementation



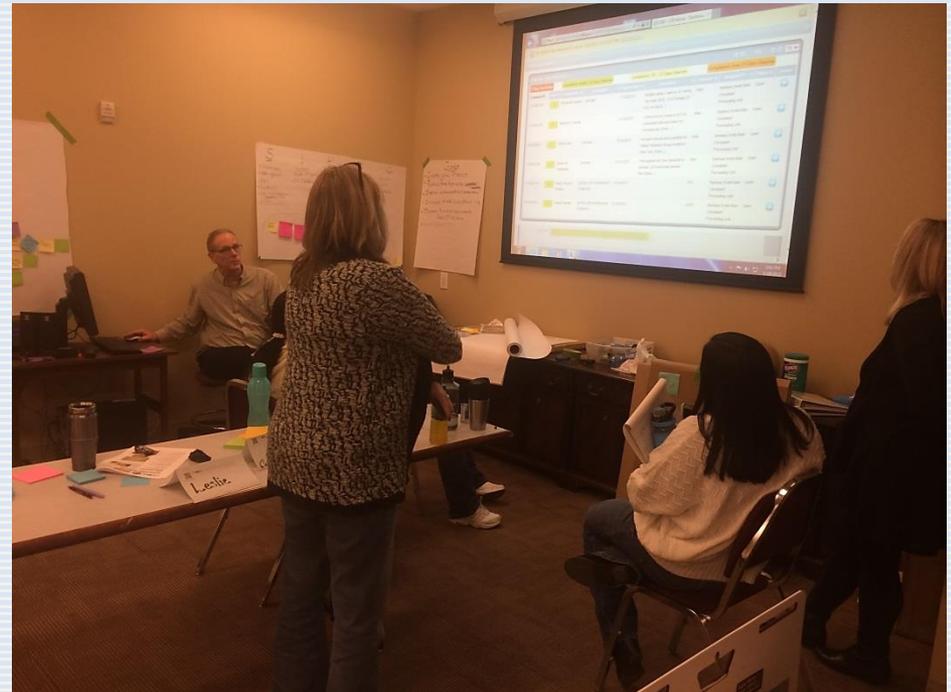
Checklists and Other Resources

- Created checklists to add in the new process
- Created a simplified report template for enforcement staff (DONE!)
- Created checklist for enforcement when speaking to agents



Dashboards

- Created detailed requirements for each division's dashboards in ODIIS



What Begins Monday?

Enforcement:

- When consent is returned from agent forward to legal admin. for processing
- When possible, email consent to agents
 - Reply time reduced from 7 to 3 days
- Utilize checklist when contacting agent
 - Being developed today
- Stop sending R&R to Licensing

What Begins Monday?

Legal

- Realignment of duties for Legal Staff
 - Less administrative tasks attorneys
- One on one meetings with staff to discuss implementation of new process

		Legal	12 days?	Thu 1/29/15	Fri 2/13/15	2%		
		communicate AA duties (check-in & assign files)	1 day	Mon 2/2/15	Mon 2/2/15	0%		todd
		Communiante to attorney to do Concents & NOH	1 day	Mon 2/2/15	Mon 2/2/15	0%		todd
		Research the move to a physical centralized secure filing system	1 wk	Mon 2/2/15	Fri 2/6/15	0%		todd
		Conduct 1:1 meeting to discuss new process flow	2 wks	Mon 2/2/15	Fri 2/13/15	0%		todd
		Schedule ODIIS training refereshar with Enforcement	1 wk	Mon 2/2/15	Fri 2/6/15	0%		todd
		Discuss new process changes with leadership	2 wks	Mon 2/2/15	Fri 2/13/15	0%		todd
		License	1 day	Mon 2/2/15	Mon 2/2/15	0%		
		Email notifications of final orders and/or concents to Legal & Rhonda	1 day	Mon 2/2/15	Mon 2/2/15	0%		Legal,Rhonda
		Stop sending R&Rs to Licensing communication	1 day	Mon 2/2/15	Mon 2/2/15	0%		Legal,Rhonda
		Fiscal	7 days?	Thu 1/29/15	Fri 2/6/15	13%		
		Stop alternating due dates	1 day	Thu 1/29/15	Thu 1/29/15	100%		
		Montior the implementation of autogeneration of invoices				0%		Steve/DW/Mc/JB

What Begins Monday?

License

- Start receiving email notifications of final orders and consents
- Update appropriate staff on new future state plans

Fiscal

- Stop altering invoice due dates to concur with aging system

Your Kaizen Experience



LES

Special *thanks* to...

Senior Leadership:

- Mary Taylor, Lt. Governor/Director of the Ohio Department of Insurance
- Jillian Froment, Deputy Director

Sponsor:

- Tynesia Dorsey, Chief Administrative Officer

Team Leader:

- Todd Oberholtzer, Chief of Legal Division

Subject Matter Experts:

- Tina Chubb and Seth Rowe, IT; Robert Seese, CSD