Kaizen Event Report Out
Ohio Board of Nursing
November 4-8, 2013

Licensure and Renewal Process
TEAM NURSING TRANSFORMERS: TNT
TEAM MEMBERS

- Brenda Murphy – Ohio Board of Nursing
- Karen Scott – Ohio Board of Nursing
- Debbie Fulk – Ohio Board of Nursing
- Ruchi Grewal – Ohio Board of Nursing
- Melody Gullion – Ohio Board of Nursing
- Karen Unroe – Ohio Board of Nursing
- Angela White – Ohio Board of Nursing
- Kathy King – Ohio Board of Nursing
- Eric Mays – Ohio Board of Nursing
- Jodi Crowe – Ohio Board of Nursing
- Lesleigh Robinson – Ohio Board of Nursing
- Elisha Ehnes – Ohio Department of Natural Resources
- Betsy J. Houchen – Ohio Board of Nursing
STAKEHOLDERS

- Nurses – Applicants
- Taxpayers
- Ohio Board of Nursing Staff
- Employers
- Schools
BACKGROUND

Our process begins when licensure, renewal, reactivation, and reinstatement applications are received by mail at the Board office and the process is completed when the license is issued, renewed, reactivated or reinstated. Licensure and renewal applications include the following:

1. Initial licensure by examination.
2. Re-registration – nurse applies for licensure by examination, fails the examination, and registers to re-take the examination.
3. Initial licensure by endorsement. Endorsement is when a nurse requests reciprocity for an out-of-state license in Ohio. Temporary permits can be issued prior to issuance of the license.
4. Applications to renew a RN or LPN active license
5. Applications for reinstatement of a lapsed license.
6. Applications for reactivation of an inactive license.

All applications are hardcopy applications, except for renewal which can be completed online. For the 2013 renewal period, 97% of the RNs renewed online.
SCOPE OF EVENT

What is the process?

- **First Step**: Receipt of a hardcopy application in the Board office, data entry of application data in eLicense system, and processing of fees
- **Last Step**: Issuing a license or renewal, reactivation, or reinstatement if all requirements are met

Overarching Theme:

- A large volume of applications must be processed in a timely manner.
- Processing involves numerous steps and matching multiple documents.
- Applications must be processed accurately.
- Compliance/discipline issues must be addressed prior to issuing, renewing, reactivating, or reinstating a license.
- Managing phone calls, emails, walk-in customers
OUT OF SCOPE

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified
To Break for the Better

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results (new process functioning by end of week)
THE KAIZEN APPROACH

Day 1
- Introduction
- Training
- Walk Through

Day 2
- Discovery
- Improvement Ideas
- Brainstorming

Day 3
- Improvement
- New Process
- Commitment

Day 4
- Design
- Implementation
- Planning
- Registers

Day 5
- Results
- CELEBRATION
- Follow-up
**Baseline Data:**

**Licenses and Certificates (FY13):**
265,832

- RNs: 189,642
- LPNs: 56,146
- Certificates: 20,044
INCREASE DEMAND 2013

Licenses and Certificates

- 2002
- 2006
- 2008
- 2013

191,000 210,000 223,000 256,000

Licenses and Certificates
## Compliance Referrals

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Number</th>
<th>Referred to Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensure by Examination</td>
<td>11,280</td>
<td>1,922 (17%)</td>
</tr>
<tr>
<td>Licensure by Endorsement</td>
<td>2,635</td>
<td>364 (14%)</td>
</tr>
<tr>
<td>Total</td>
<td>13,915</td>
<td>2,286 (16%)</td>
</tr>
</tbody>
</table>
Baseline Data

• For every examination applicant there are at least four related documents, and even more application-related documents for licensure endorsement applicants that arrive in separate mailings.

• During FY12, the Board processed approximately 16,979 registered and licensed practical nurse applications and a minimum of 67,916 documents for initial licensure alone.

• The Board achieved an online renewal rate of 97% for RNs and 99% for both APRN and CTP renewals.
HIGH LEVEL PROCESS - SIPOC

Suppliers Inputs Process Outputs Customers
PROJECT GOALS

1. Identify methods to expedite the application processes.
2. Reduce errors during licensing and renewal including errors related to disciplinary issues.
3. Develop tracking measures to establish timeframes for handling documents and completing the processes.
CURRENT STATE
CURRENT STATE PROCESS MAP

- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- Too Much Rework
- TIM U WOOD
TIMWOOD

Typically 1% of a process is Value Added
STANDARDIZATION

PIGS

Standardized PIGS
BRAINSTORM – 70 IDEAS!

- Cross Training
- Cut Down Filing
- Develop QA process to decrease errors
- Assign Point Person - one Licensure CLE assigned to applications with compliance issues
- Do not require Notary
THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS
CLEAN SHEET REDESIGN
FUTURE STATE
CURRENT STATE

FUTURE STATE
## Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Initial Examination and Endorsements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process Steps:</td>
<td>82</td>
<td>26</td>
<td>68%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>9</td>
<td>5</td>
<td>44%</td>
</tr>
<tr>
<td>Delays (total)</td>
<td>29</td>
<td>8</td>
<td>72%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>19-100 Days</td>
<td>5-12 Days</td>
<td>73-88%</td>
</tr>
<tr>
<td>Cycle Time</td>
<td>15-17.5 Hrs</td>
<td>4-5 Hrs</td>
<td>71-73%</td>
</tr>
<tr>
<td><strong>Renewal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process Steps:</td>
<td>64</td>
<td>16</td>
<td>75%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>12</td>
<td>6</td>
<td>50%</td>
</tr>
<tr>
<td>Delays (total)</td>
<td>12</td>
<td>1</td>
<td>91%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>68-194 Days</td>
<td>2-8 Days</td>
<td>95-97%</td>
</tr>
<tr>
<td>Cycle Time</td>
<td>8 Hrs</td>
<td>3 Hrs</td>
<td>62%</td>
</tr>
</tbody>
</table>
Cost savings

- $86,350 Cost Savings
  - Savings include: lockbox, envelopes, imaging, printing and mailing.

- $190,760 Cost Avoidance
  - Savings include: reduction of staff time
MORE RESULTS

- Single Point of Contact
- Better Payment Process
- Less Frustration
- Faster processing
- Better utilization of staff
- Mistake proof forms
- Better use of technology
- Online application process
**IMPROVEMENT SUMMARY**

**Current Key Issues**
- No single point of contact for compliance issues
- Excess calls to retrieve passwords or user ID
- No customer transparency in the process
- Long processing times for applications

**How We Improved**
- Designated Licensure/Compliance unit liaison
- Online retrieval of password and user ID
- Utilization of eLicensing checklist
- Designed electronic application submission
IMPLEMENTATION PLANS

- IT Plan
- Forms-Checklist
- Communication and Training
- Compliance and Licensure Interface Group
- Payment Group
- Dashboard
- Timeline Tree
## IT Plan

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only use customer addresses in main room address</td>
<td>Eric, Norm</td>
<td>11/25/13</td>
</tr>
<tr>
<td>RENEWAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Setup/modify on site</td>
<td>Team</td>
<td>Jan-Feb</td>
</tr>
<tr>
<td>Go live - online</td>
<td></td>
<td>Mar 2013 (Inland)</td>
</tr>
<tr>
<td>Setup modifications</td>
<td>Eric, Leslie, Kyle</td>
<td>Planning Jan-Feb 2014</td>
</tr>
<tr>
<td>ED/Patient Information</td>
<td>Dave, John</td>
<td>Mar 2014 (Test)</td>
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<tr>
<td>Increase Current Renewal Completed</td>
<td>TBD</td>
<td>Begin 1st week</td>
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</tbody>
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<tr>
<td>Nonprofit</td>
<td>Leslie, Karen 1, Norm 2</td>
<td>Nov 18, 2013 (Test)</td>
</tr>
<tr>
<td>Test in-house, pre-launch</td>
<td>Eric, Norm</td>
<td>Dec 2013 (Inland)</td>
</tr>
<tr>
<td>1st 50 users, 500 users</td>
<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
<tr>
<td>1st 500 users, 500 users</td>
<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
<tr>
<td>1st 5000 users, 5000 users</td>
<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
<tr>
<td>1st 50000 users, 50000 users</td>
<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
<tr>
<td>1st 500000 users, 500000 users</td>
<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
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<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
<tr>
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</table>

**Total ICI Applications**

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<td></td>
<td>Nov 2013 (Inland)</td>
</tr>
</tbody>
</table>
Communication and Training

Communication

- Internal
  - Meetings (All Staff only)
  - Emails - NEXT WEEK (Nov. 11- Nov 15) ALL STAFF
  - Videos - ALL STAFF
  - Handouts - NEW Processes for Units involved
  - BOARD MEETINGS - (For Board Members) - New Board Mfy
  - Board Staff Presentation on 100% Online (Pharmacy Ed)

- External
  - Website
  - E*NEWS
  - FACEBOOK
  - Twitter
  - Momentum
  - Board Meeting
  - Advisory Group Mfps
  - FAQs
  - Phone Greetings updated
  - Postcard for Renewal Notice to replace reg mailing
## FORMS PLAN

### Developed Customer Checklist

<table>
<thead>
<tr>
<th>What</th>
<th>Forms</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam App. Checklist</td>
<td></td>
<td>Leslie/ Rucki</td>
<td>On website by 12/2</td>
</tr>
<tr>
<td>Endo. App. Checklist</td>
<td></td>
<td>Rucki/Lesleigh</td>
<td>On website by 12/2</td>
</tr>
<tr>
<td>Exam and Endo. App.</td>
<td></td>
<td>Leslie/Staff</td>
<td>Ongoing review of app. Annual revisions until online established</td>
</tr>
<tr>
<td>What</td>
<td>Who</td>
<td>When</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-----</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Identify Trigger Points</td>
<td>Managers, Supervisors, Designee</td>
<td>By Nov 29</td>
<td></td>
</tr>
<tr>
<td>Develop Process</td>
<td>IT Dept. Licensure/Renewal Managers</td>
<td>Nov 12th</td>
<td></td>
</tr>
<tr>
<td>Procure Scanners</td>
<td>Licensure Sup./Renewal Sup.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Request Receipt of 4 drawer filing cabineer (Compl. Liaison) licensure 2 drawer filing cab. (Compl. Liaison Renewal)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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<thead>
<tr>
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<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Licensure Renewal Liaison/Backups</td>
<td>Manager/Supervisors</td>
<td>Nov 15th</td>
</tr>
<tr>
<td>Training/Cross Training (Licensure &amp; Compl. Unit)</td>
<td>Managers/Supervisor/CLE2</td>
<td>Dec 2nd</td>
</tr>
<tr>
<td>Implement Liaison Process</td>
<td>CLE2 &amp; AA2</td>
<td>Dec 9th</td>
</tr>
<tr>
<td>POST Implement meeting</td>
<td>CL2, AA2, Manager Supervisors</td>
<td>Dec 19th</td>
</tr>
</tbody>
</table>
## Payment Group

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial online App</td>
<td>5/8 Bank (Bob Pickley)</td>
<td>30 Days Before New Process</td>
</tr>
<tr>
<td>Refundable Fees</td>
<td>IT</td>
<td>30 Days Before New Process</td>
</tr>
<tr>
<td>Verify Payment acceptance</td>
<td>KK</td>
<td>30 Days Before New Process</td>
</tr>
<tr>
<td>Reinstatement App</td>
<td>Kathy Key, Bruce Hapka</td>
<td>DEC. 20, 2013</td>
</tr>
<tr>
<td>CC Payment ONLY</td>
<td>Kathy K / Kevin Scott</td>
<td>30 Days Before New Process</td>
</tr>
</tbody>
</table>
Dashboard

Cost Savings

Goal outside n-office

Thermometer

Initial Percentage Online Use

0% - 100%

Error Reduction - Bar Chart

#Calls + Email

Now Future

Processing Time - Point in Time

Day 1 - Day 30 Day 60

Customer Satisfaction Survey - Internal - External
TIMELINE TREE
LIFE AS A MEMBER OF A KAIZEN EVENT...
SPECIAL THANKS TO...

Ohio Board of Nursing Staff

Sponsor:
- Betsy J. Houchen, Executive Director, Ohio Board of Nursing

Team Leader:
- Lesleigh Robinson, Program Manager

Subject Matter Experts:
- Holly Fischer, General Council, Ohio Board of Nursing; Norm Heading, Program Analyst Specialist, DAS; John Verdes, DAS