

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

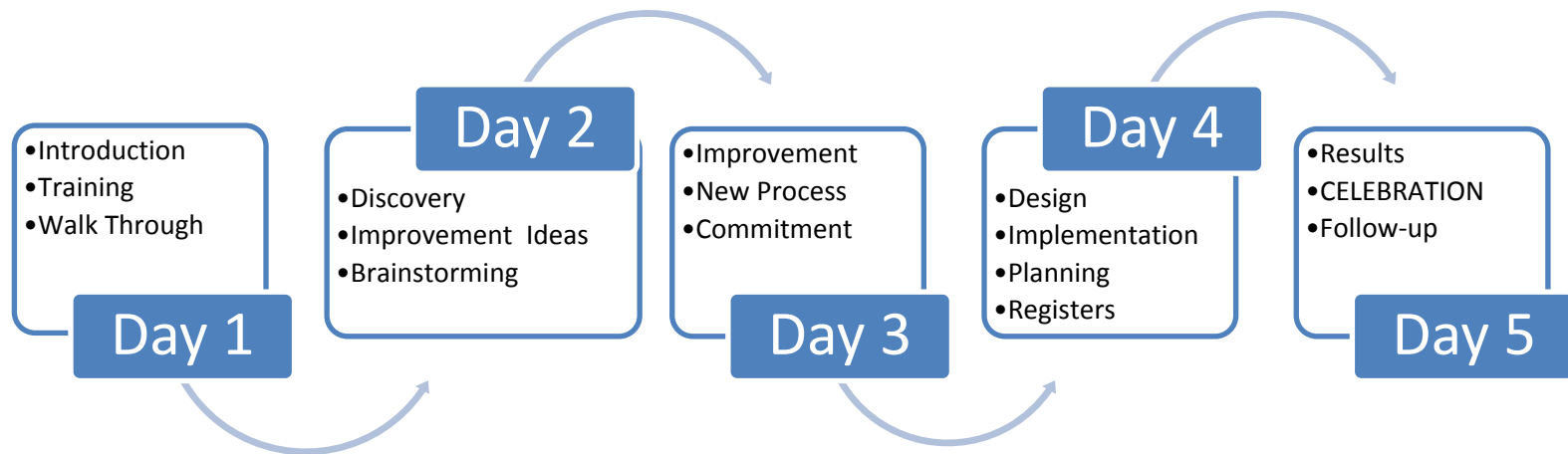


TO BREAK FOR THE BETTER

- 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)

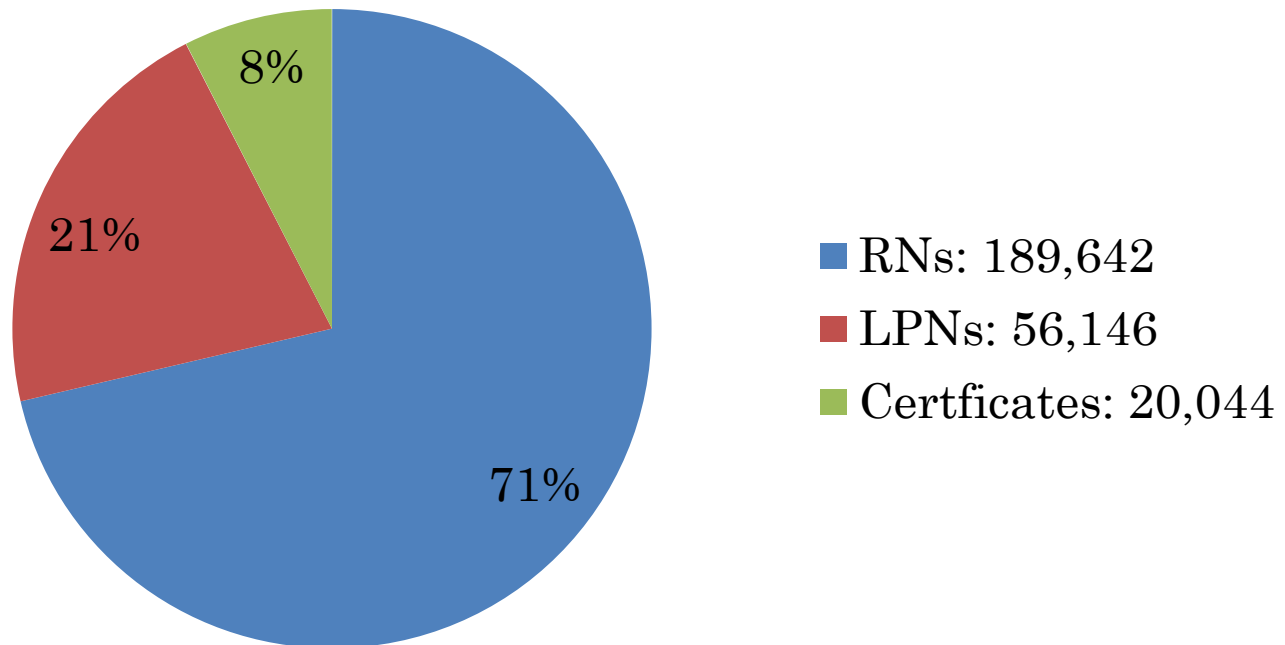


THE KAIZEN APPROACH



BASELINE DATA:

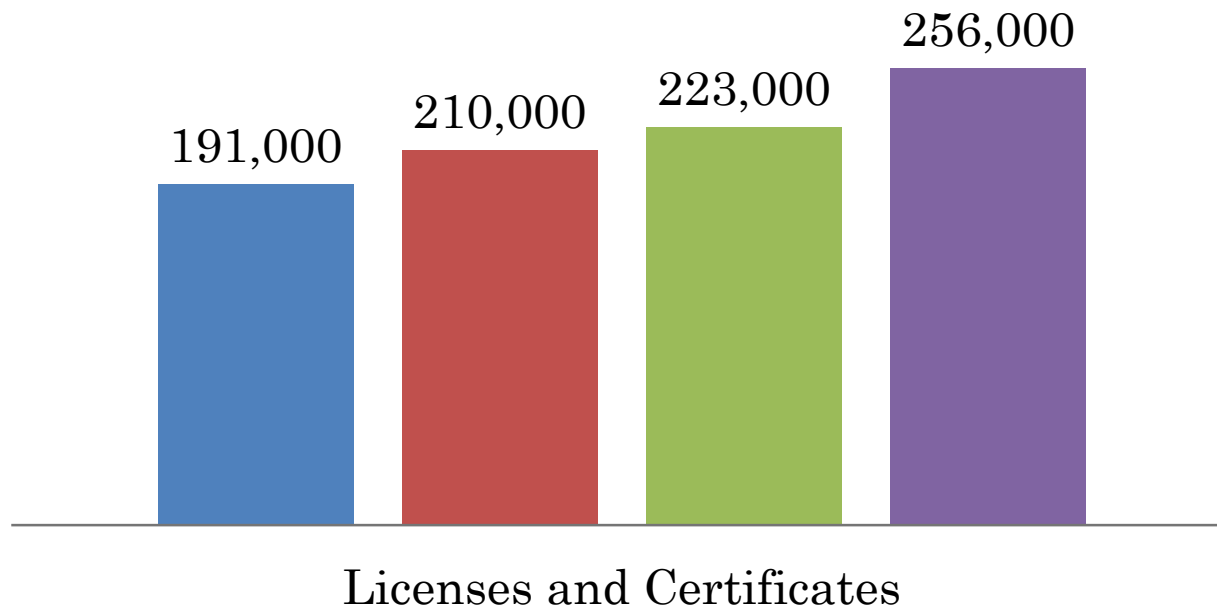
Licenses and Certificates (FY13): 265,832



INCREASE DEMAND 2013

Licenses and Certificates

■ 2002 ■ 2006 ■ 2008 ■ 2013



COMPLIANCE REFERRALS

Type	Total Number	Referred to Compliance
Licensure by Examination	11,280	1,922 (17%)
Licensure by Endorsement	2,635	364 (14%)
Total	13,915	2,286 (16%)

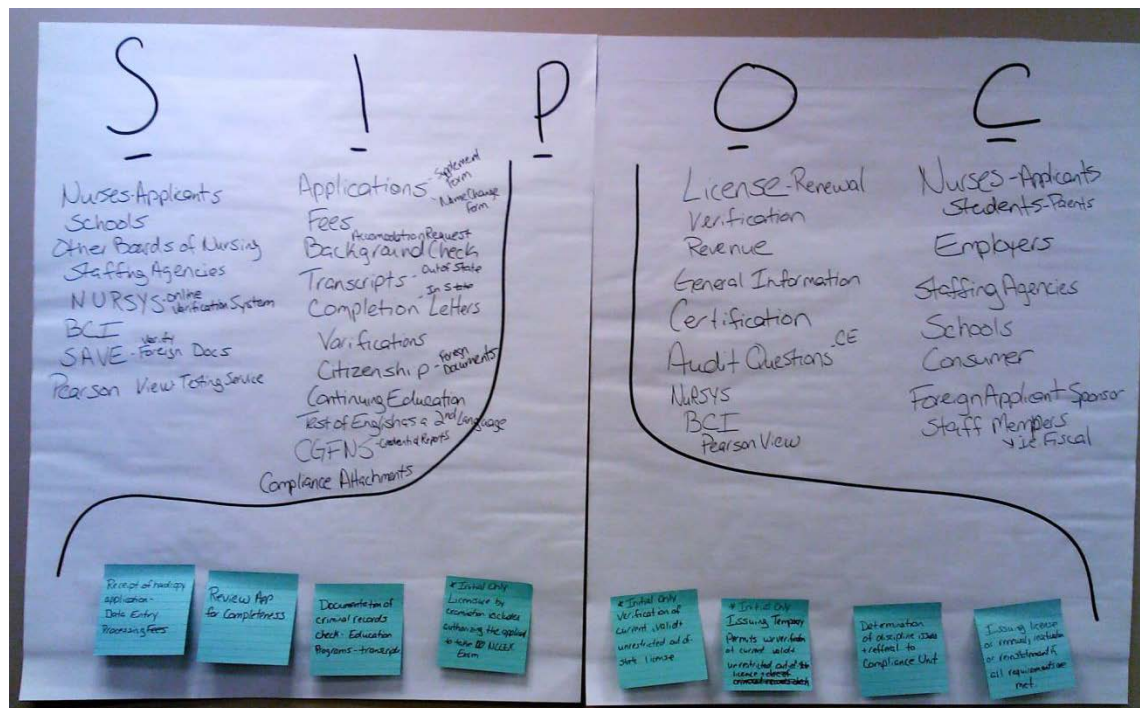
BASELINE DATA

- 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.

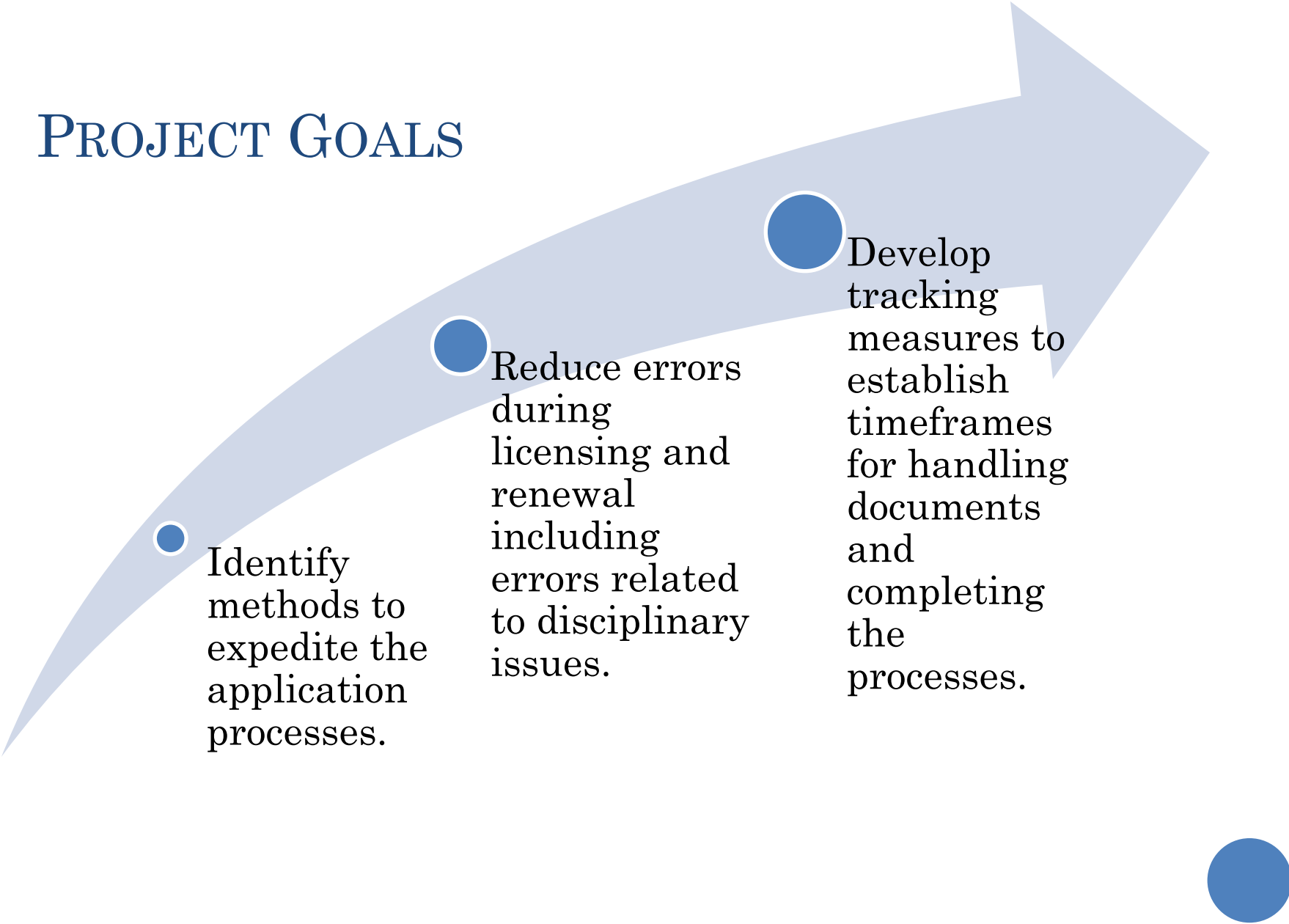


HIGH LEVEL PROCESS - SIPOC

Suppliers Intputs Process Outputs Customers



PROJECT GOALS

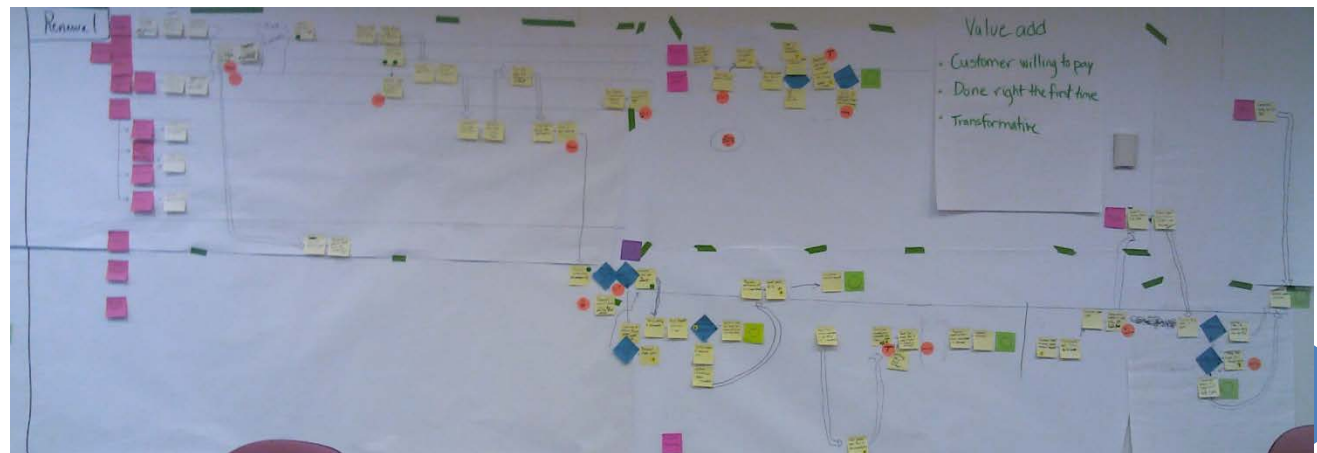


Identify methods to expedite the application processes.

Reduce errors during licensing and renewal including errors related to disciplinary issues.

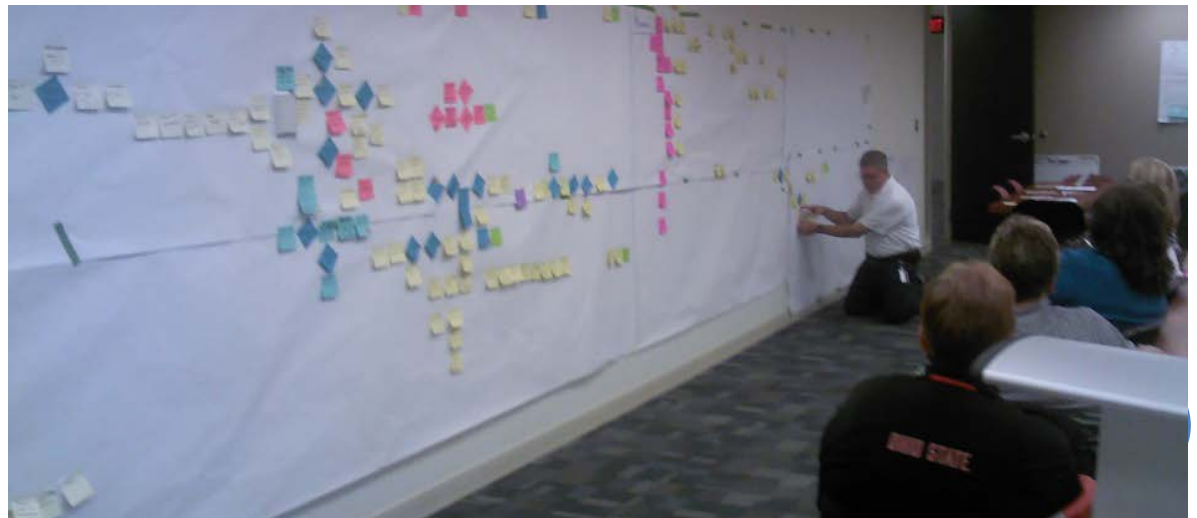
Develop tracking measures to establish timeframes for handling documents and completing the processes.

CURRENT STATE

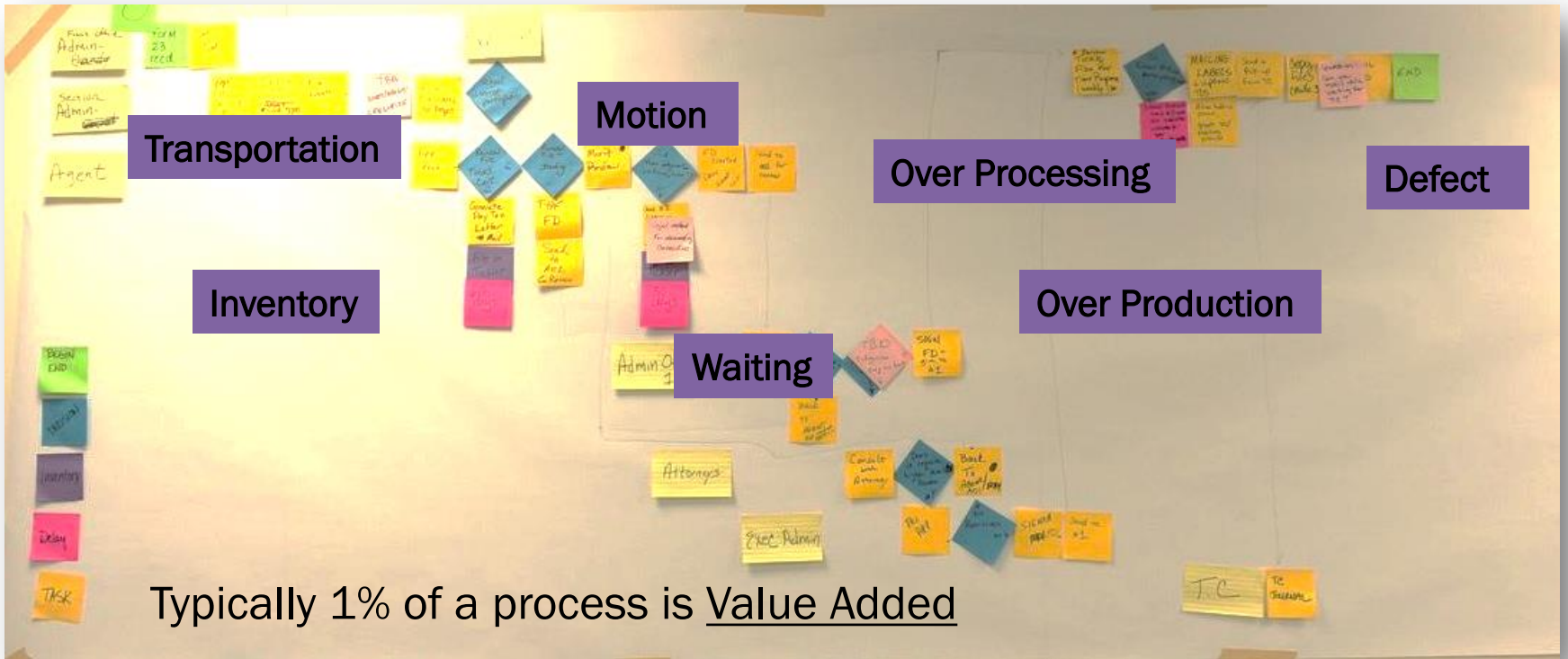


CURRENT STATE PROCESS MAP

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



TIMWOOD



STANDARDIZATION



BRAINSTORM –70 IDEAS!

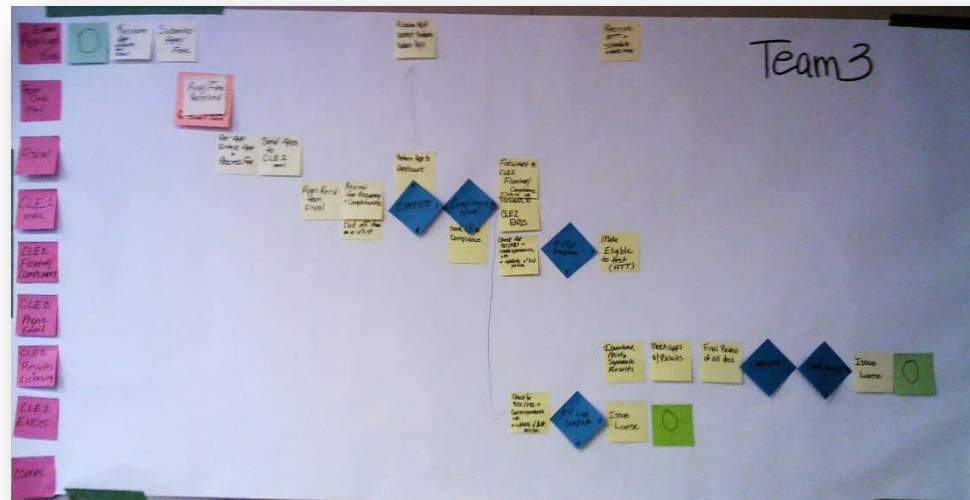
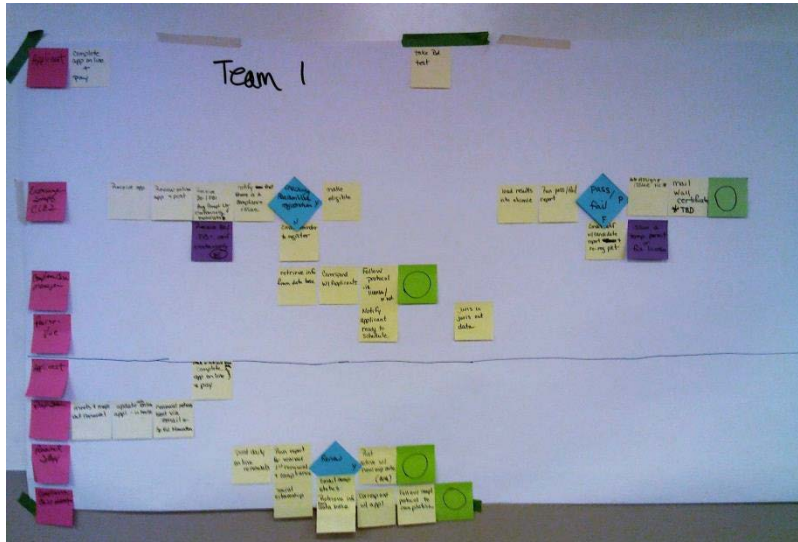


- Cross Training
- Cut Down Filing
- Develop QA process to decrease errors
- Assign Point Person - one Licensure CLE assigned to applications with compliance issues
- Do not require Notary

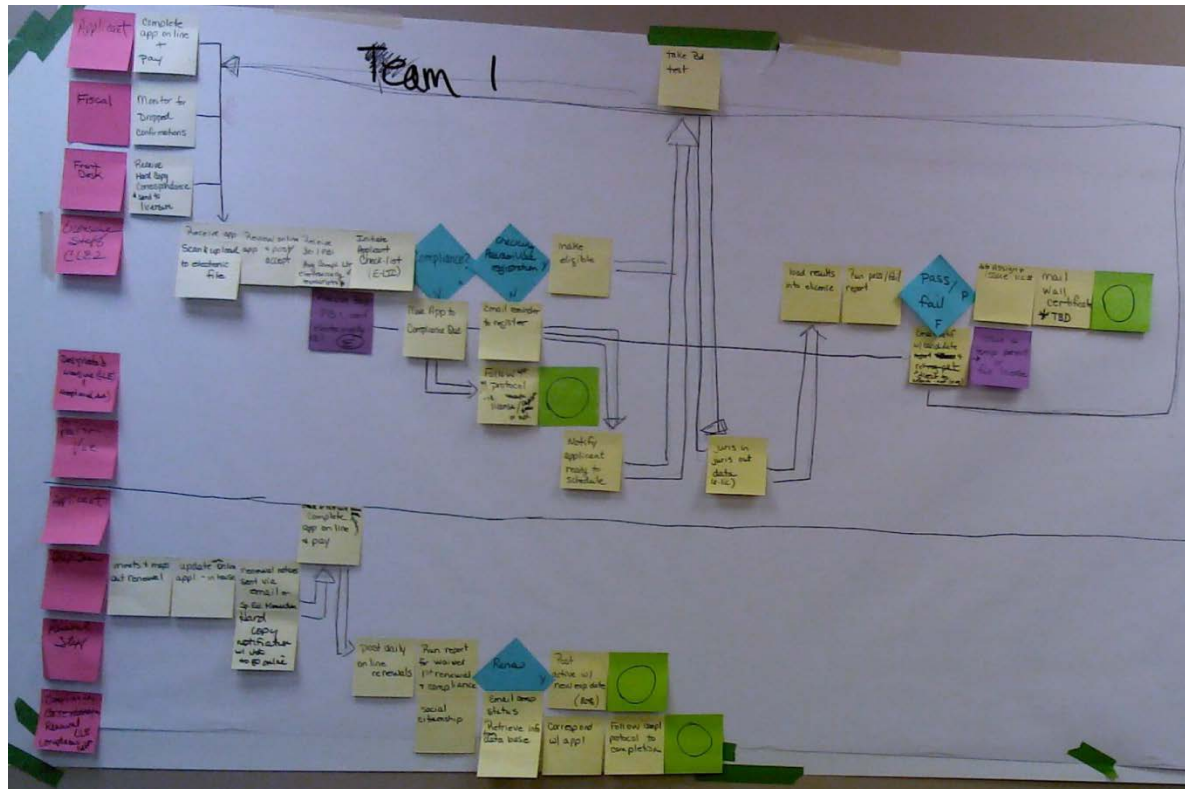
THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS



CLEAN SHEET REDESIGN



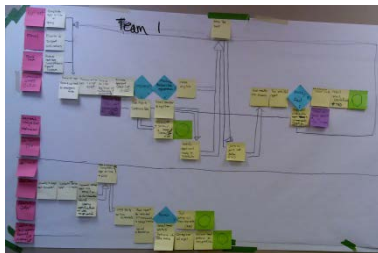
FUTURE STATE





CURRENT STATE

FUTURE STATE



SCORECARD

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

COST SAVINGS

- \$86,350 Cost Savings
 - Savings include: lockbox, envelopes, imaging, printing and mailing.
- \$190,760 Cost Avoidance
 - Savings include: reduction of staff time

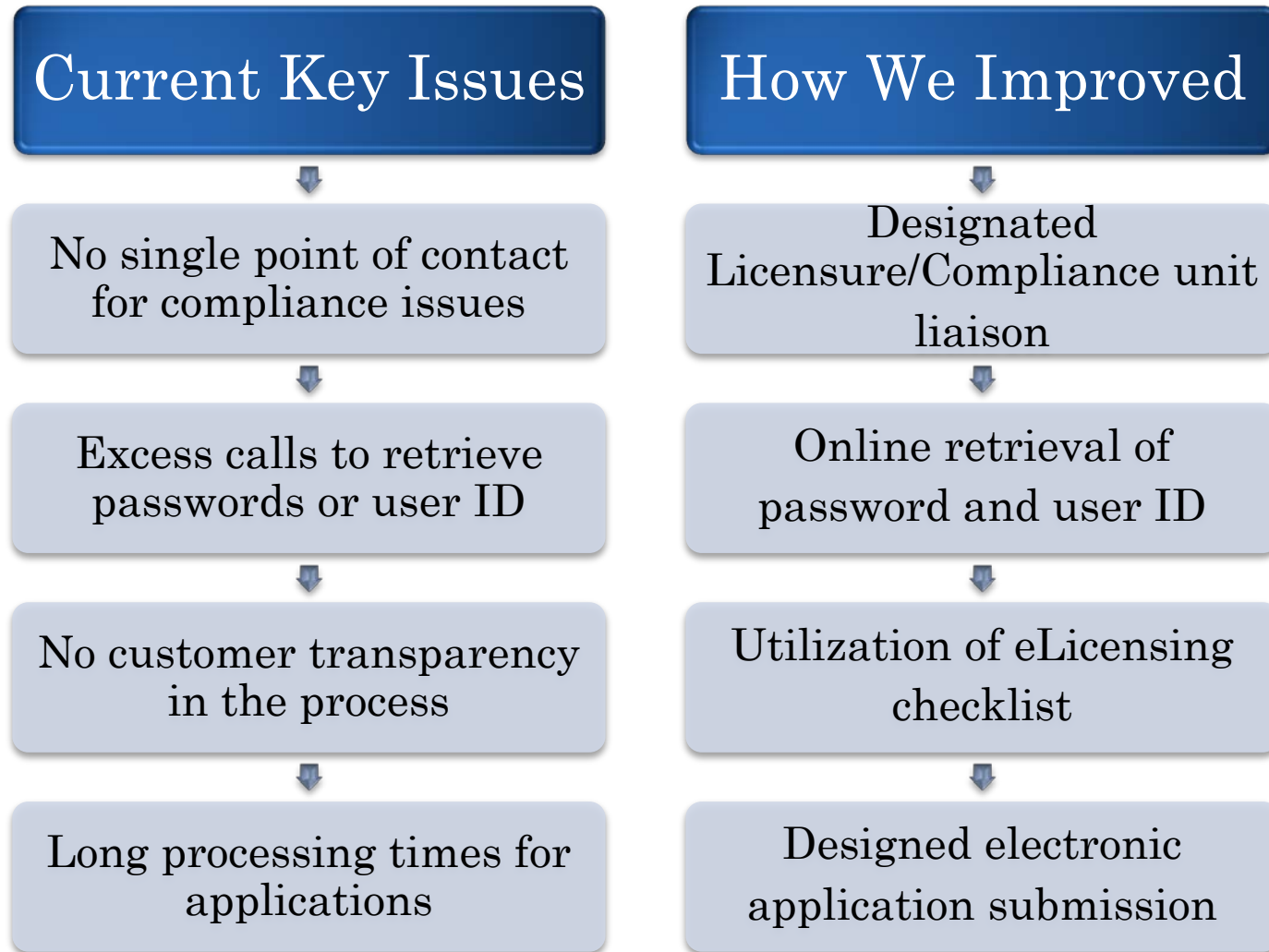
SAVINGS		
Board	Savings	Presently
Lock box	X	\$1,050
Postage		\$1,050
Past cards		\$24,000
printing	\$8,000	\$24,000
mailing	\$16,000	\$24,000
envelopes	\$5,000	\$10,000
Gas mail	\$35,000	\$55,000
Scanning	\$5,000	\$20,000
Service (MTC)	\$6,350	
<p>Postage cleaner M/O in Bank check</p> <p>Cost Savings \$86,350</p> <p>Cost Avoidance \$190,760</p>		
Time	Savings	Present
Data Entry		6 hrs.
Address changes		2 hrs.
Printing & mailing applications		1 hr.
Phone calls (user/password)		27 hrs.
Revenue deposit faster		2 hrs.
Revenue processing		
<p>3760 time savings per day</p> <p>35 hrs.</p> <p>\$190,760</p>		

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



IMPLEMENTATION PLANS

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



IT PLAN

WHAT	who	when
for by use card mail address can make main address	Eric, Norm	11/25/13
RENEWAL		
WHAT	WHO	WHEN
update proof online Renewal setup	Rep Team	Jan 2014 - Feb 2014
Go live - online		March 2014 (2nd week)
Setup notifications - Email - Text - Social Media - Web/Access - Add All contact info - Permit Employees	Eric Lesleigh Kathy	Planning Jan - Feb 2014 Begin MS March 2014 (2nd week)
ID/Password Renewal	Eric, John, Norm	begin December 2013 Complete & online March 1, 2014
RENEWAL Committee Committee Task Force / Project 2013-2014 Committee Scanning & updating taken renewals at time of renewal	TBD Eric M, Lesleigh R	Begin in mid November 2013 December 2013 (1st week)
June 2014	Eric, John, Norm	

WHAT	WHO	WHEN
Initial Proof Initial, Email & Web app setup (2nd design group) and make any Qual changes with each for the design	Lesleigh, Karen S, Kathy Norm	Nov 18, 2013 (week of)
Initial Compliance Review of ID	Eric, Karen U	Dec 2013 (right week)
Schedule/Enter Dummy apps in test	Karen U, Karen S, Lesleigh, Compliance Review	
Test inhouse processing	Norm, Karen S, Lesleigh R Eric	Dec 2013
adjustments, lessons learned if still training	Eric Compliance Review	Jan 2014
Initial Announcement/Education for contacts	LOA E.	Jan 2014
Move Setup to production	Norm, Eric	Jan 2014
Run and Test Program - live updates	Karen U, Karen S, Lesleigh	Jan 2014
Adjustments/corrections	Karen U, Karen S, Norm Eric Compliance Review	Jan 2014
Process open to all public Announcement	All Healthcare Staff Compliance Review	March 2014 (1st week)
Desktop Scanners & Training for app -> checkmate for scanning data for entering updates	Eric, John	November 2013 (week of)
Establish procedures for ID center to complete Renewal for ID center	John, Karen S, Lesleigh, Compliance Review	November 2013 (week of)

COMMUNICATION AND TRAINING

Communication

- Internal

- Meetings (All Staff mtgs) - Units Involved
- Emails - **NEXT WEEK (Nov. 11- Nov 15)** **ALL STAFF**
- Videos - **ALL STAFF**
- Handouts - NEW Processes for Units Involved
- BOARD MEETINGS - (For Board Members) - **Nov. Board Mtg**
- Board Staff Presentation on 100% Online (Pharmacy Bd)

- External

- Website
- E*NEWS
- FACEBOOK
- Twitter
- Momentum
- Board Meeting
- Advisory Group Mtgs
- FAQ's
- Phone Greetings updated
- Postcard for Renewal Notice to replace reg. mailing



FORMS PLAN

Developed
Customer
Checklist

What	Who	When
Exam Form Checklist	Lesleigh/ Ruchi	On website by 12/2
ENDO. App. Checklist	Ruchi/ Lesleigh	ON website by 12/2
Exam and Endo. App.	Lesleigh/ Staff	Ongoing review of app. Annual revisions until online established.

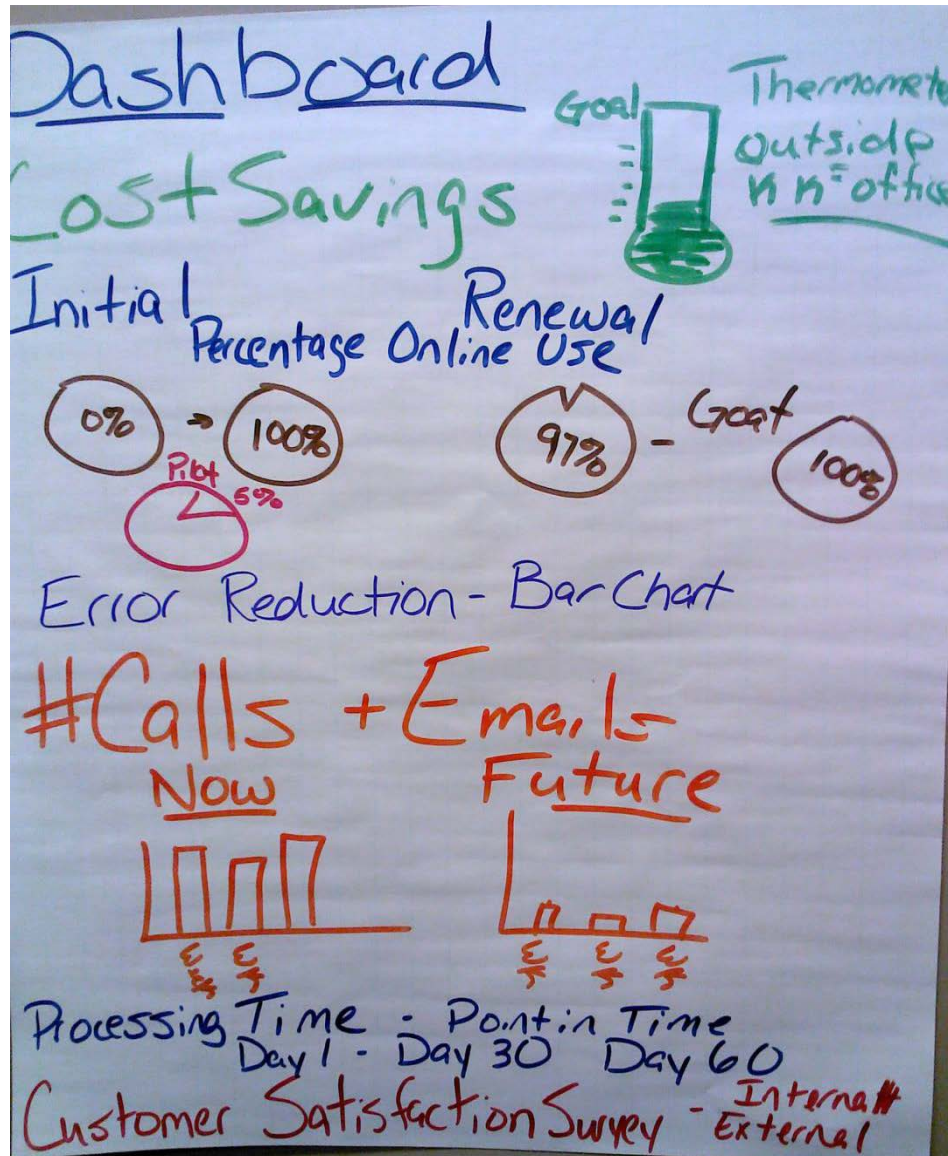
COMPLIANCE AND LICENSURE INTERFACE GROUP

What	Who	When	What	Who	When
Identify Trigger points			Identify Licensure Renewal Liaison/ Backups	Manager/ supervisors	Nov 15.
Develop process	Managers, Supervisors, Designee	By Nov 29	Training / Cross Trainings	Managers/ Supervisor/CL2	Dec 2
Procure Scanners	IT Dept. Licensure/Renewal Managers	Dec 1 st .	(Licensure & Compl. Unit)		
Request Procure 4 drawer filing Cabinet (Compl. Liaison) licensure 2 drawer filing Cab. (Compl. Liaison Renewal)	Licensure Sup/ Renewal Sup.	Nov 12 th .	Implement Liaison process	CL2 & AA2	Dec 9
			Post implement meeting	CL2, AA2, Manager Supervisors	Dec 19

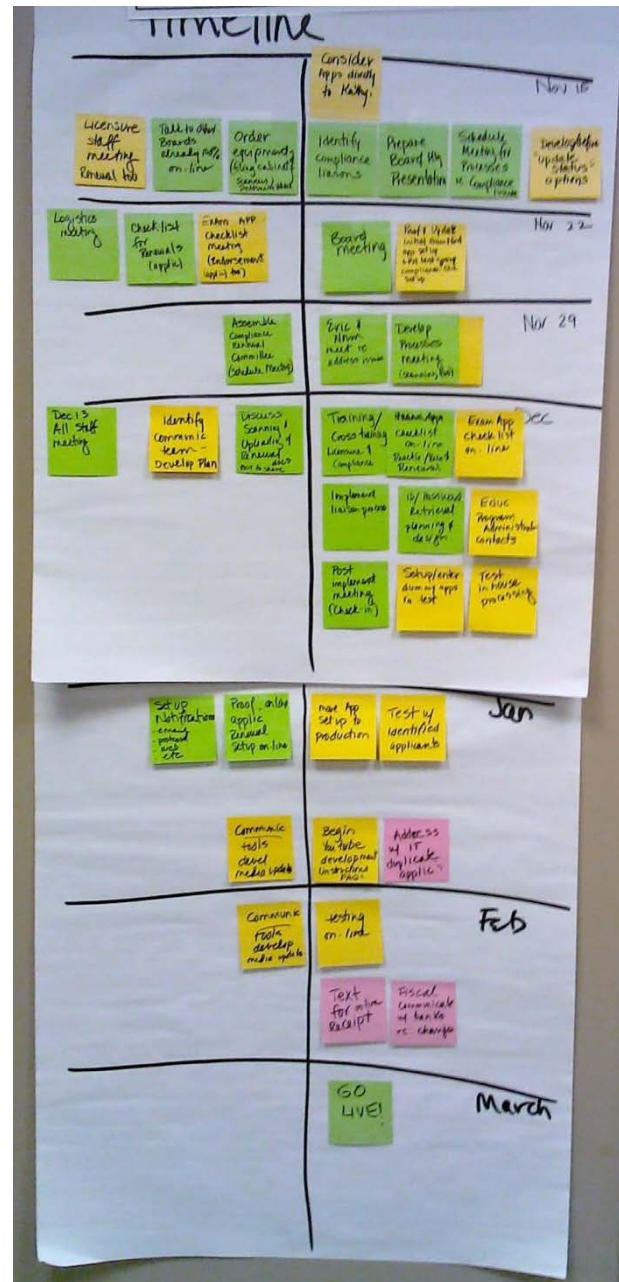
PAYMENT GROUP

PAYMENT GROUP		
WHAT	WHO	WHEN
Enroll on-line App	5/8 Bank (Bob Berckley) - KK	30 Days Before NEW PROCESS
Refundable Fees (Amount of your co-payment) (Amount multiple fees) (Amount multiple fees)	IT	
Verify Payment (App/Phone)	KK	30 Days Before NEW PROCESS
Reactivation / Reinstatement App	Kathy King / Brenda Murphy	DEC. 20, 2013
CC Payment ONLY (Payment Option)	Kathy K / Karen Scott	30 Days Before NEW PROCESS
TEXT FOR Payment		

DASHBOARD



TIMELINE TREE



LIFE AS A MEMBER OF A KAIZEN EVENT...



SCORECARD				SCORECARD			
Initial Examination & Endorsements	Current	Future	+/- Change	Renewals	Current	After	Change
Steps	82	26	68%	Steps	64	16	↓75%
Handoffs	9	5	44%	Delays	12	1	↓91%
Lead Time	19-100 days	5-12 days	73-88%	Handoffs	12	6	↓50%
Cycle Time				Lead Time	68-194 days	2-8 days	↓95-97%
Delays	29	8	72%	Cycle Time			



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

