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Ohio Mental Health & Addiction Services

Grant Process Integration

March 17 – 21, 2014

InteGrant Express



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Team Members

- **Michael Ullerup**
- **Karen Lindberg**
- **Lori Criss**
- **Dr. Carole Harvey**
- **Michael Jenks**
- **Craig Comedy**
- **Steve Carrel**
- **Donna Conley**
- **Angela Ottman**
- **Felicia Sherman**
- **Tammy Payton**
- **Afet Kilinc**
- **Jackie Doodley**
- **Kraig Knudsen**
- **Rosaland Gatewood-Tye**
- **Johanna Pickett**
- **Mary Kyle**
- **Debbie Nixon-Hughes**
- **Drew Palmiter**

Stakeholders

- Federal and State Government
- Program Providers
- County Mental Health and Substance Abuse Boards
- Taxpayers
- Persons Served
- Ohio Shared Services
- Ohio Association of County Behavioral Health Authorities
- Advocacy Organizations
- Office of Budget Management
- Ohio Council of Behavioral Health Care Providers

Background

As a result of the merger of the Department of Mental Health and the Ohio Department of Addiction Services in 2012, it became necessary to integrate multiple Grant Administration Processes. A single, integrated grant process is needed to improve system performance and reduce regulatory burdens.

Scope of Event

- **First Step in the Process:**
Decision - Application or No Application
- **Final Step in the Process:**
Annual Program and Fiscal Reconciliation
within the First Quarter of the Next Fiscal Year

Out of Scope

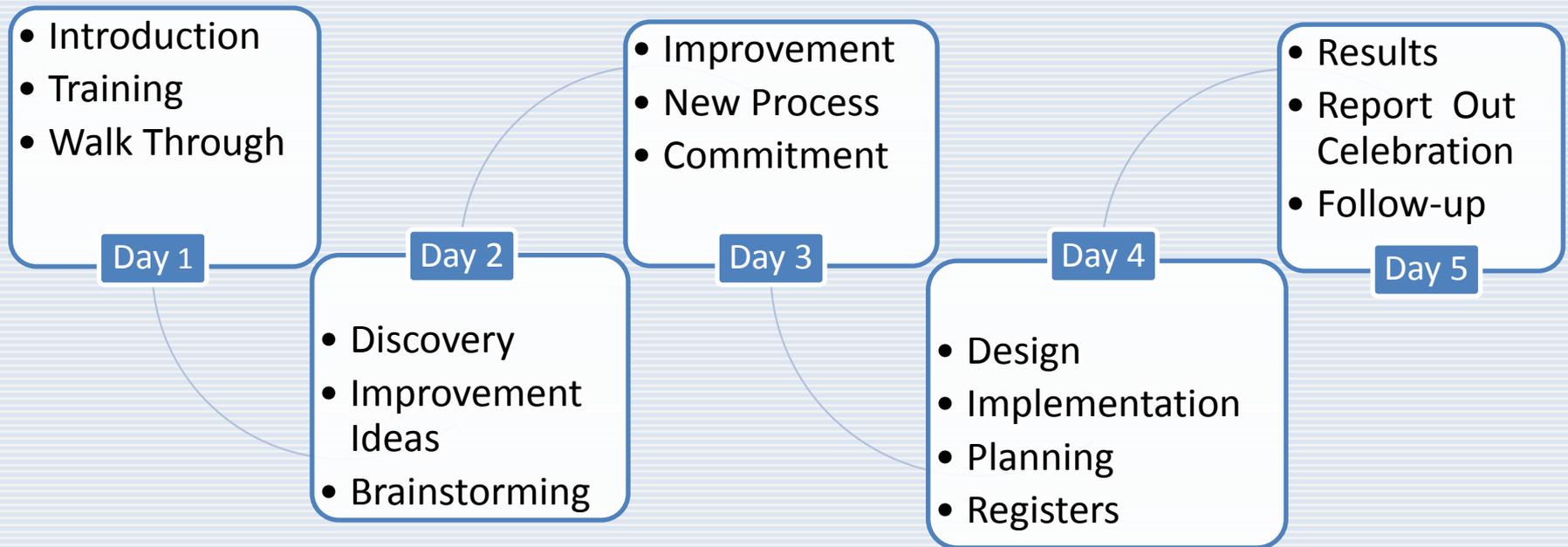
- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

To Break for the Better

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

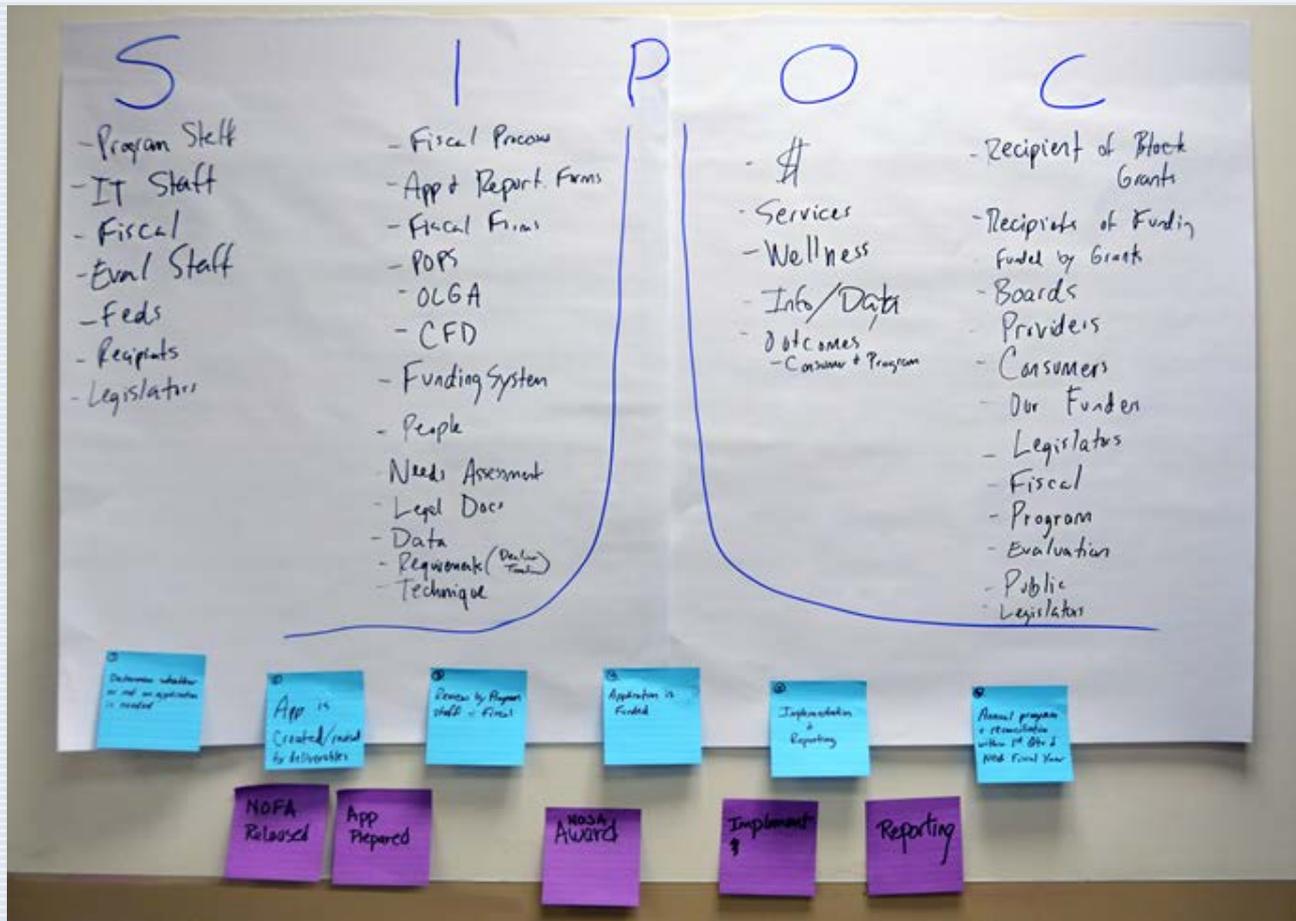


The 5 Day Kaizen Event Approach



High Level Process - SIPOC

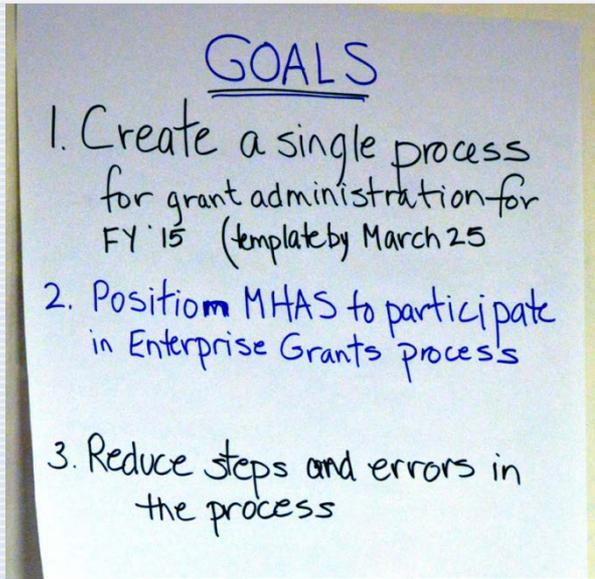
Suppliers Intputs Process Outputs Customers



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Project Goals



● Create a single process for grant administration for FY 15

● Position MHAS to participate in Enterprise Grants process

● Reduce steps and errors in process

Current State



239 steps

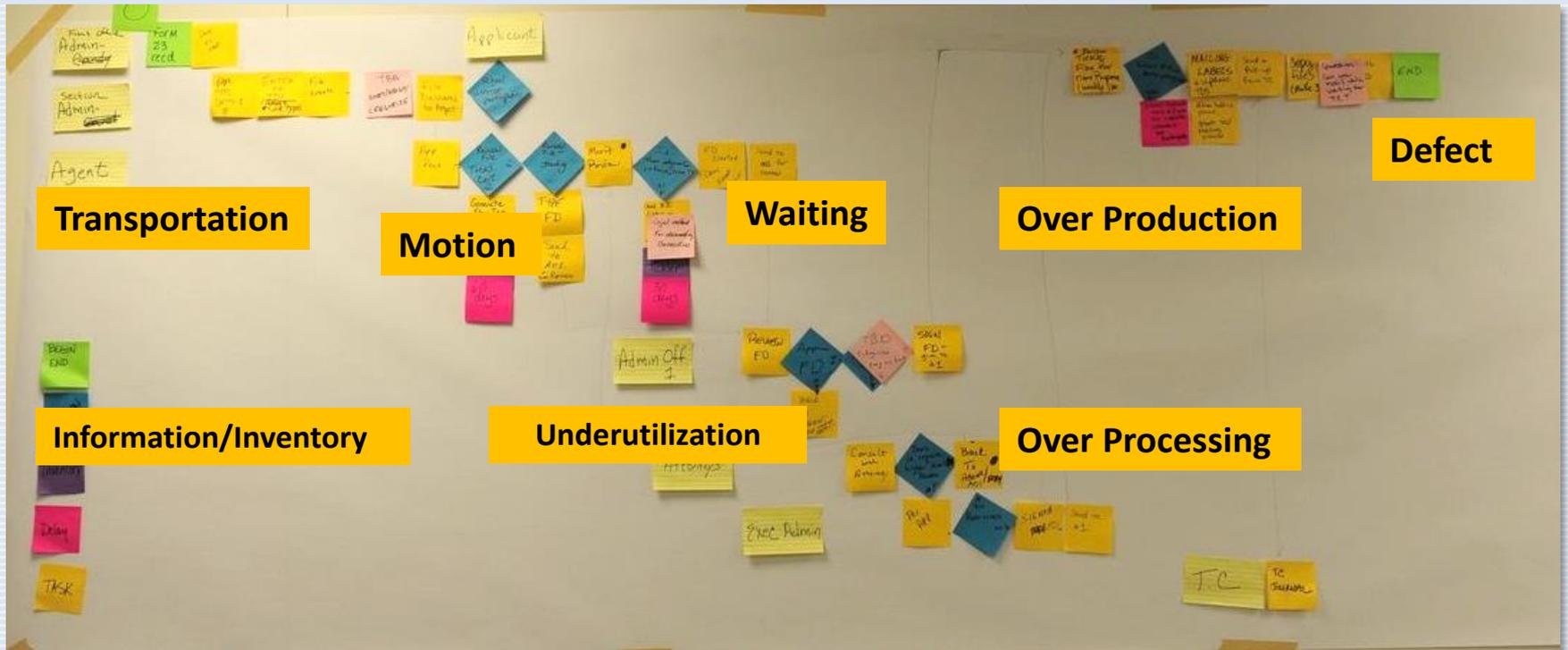
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Current State Process Map

- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- TIMUWOOD
- Lack of Standardization

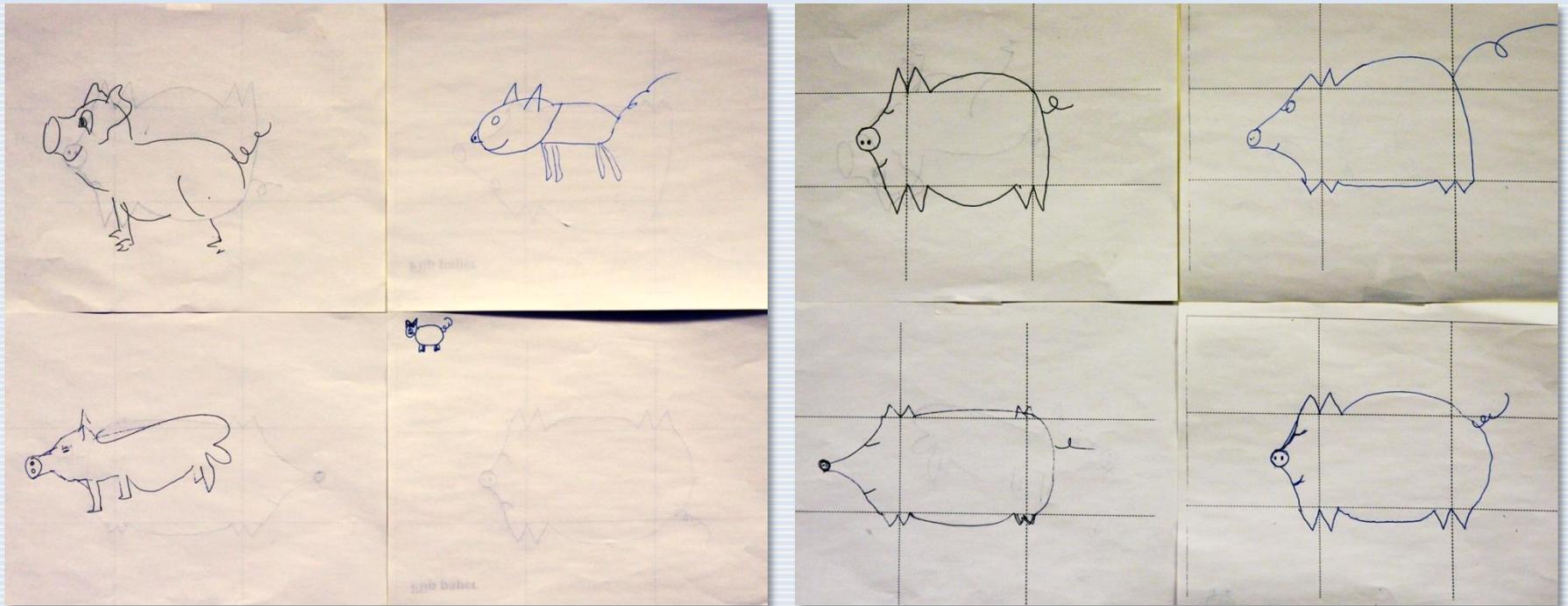
TIM U WOOD



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Standardization



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Brainstorm – 84 Ideas!



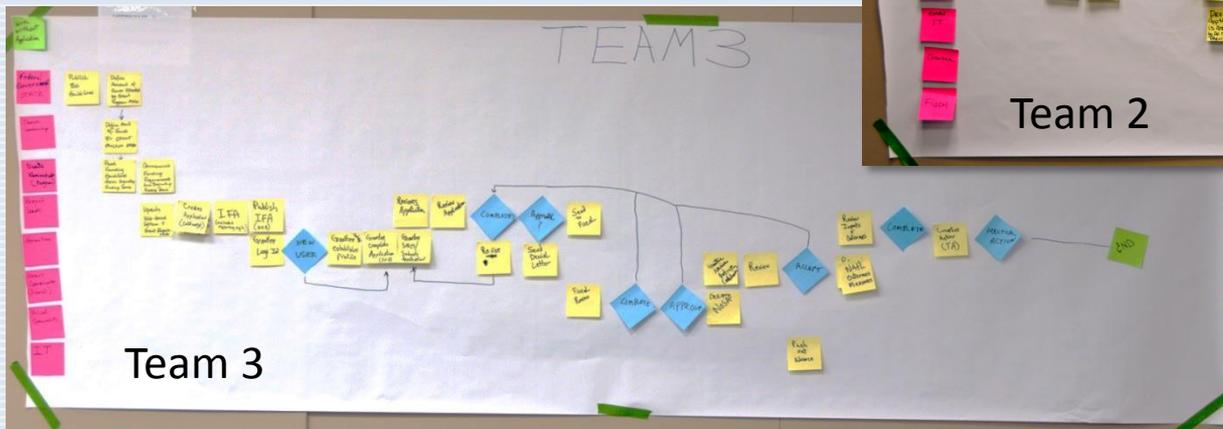
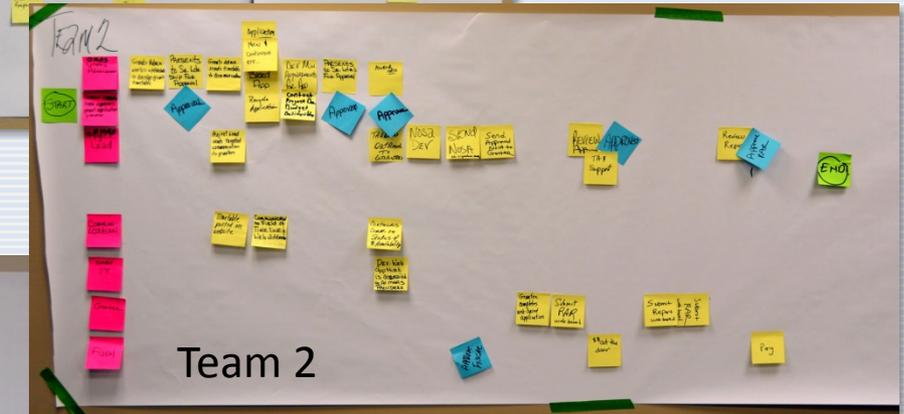
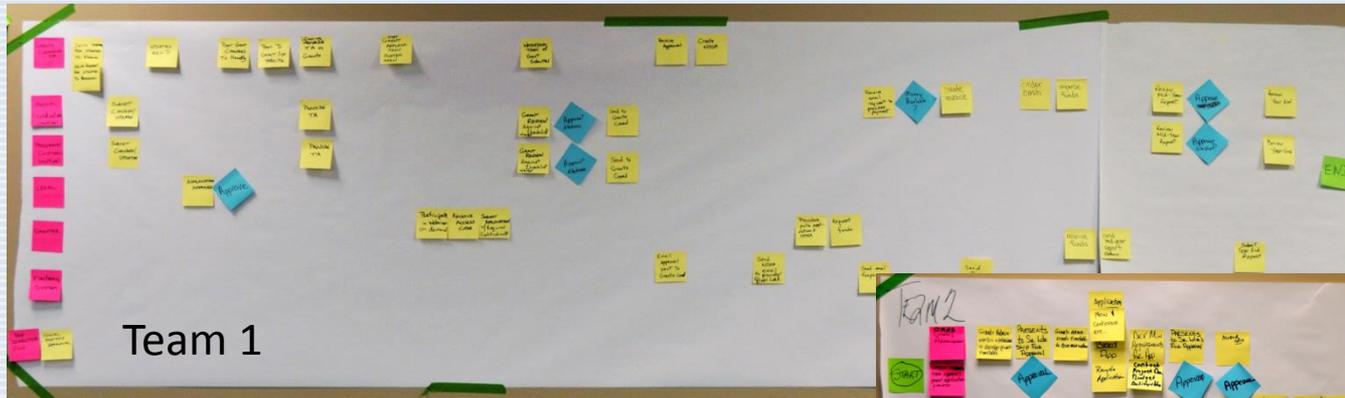
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Team Analyzed and Evaluated All of the Ideas

- Electronic integrated web-based application
- Single point of yearly regulatory review and communication of impacts
- Paperless/electronic signatures
- Automatic invoicing through OAKS

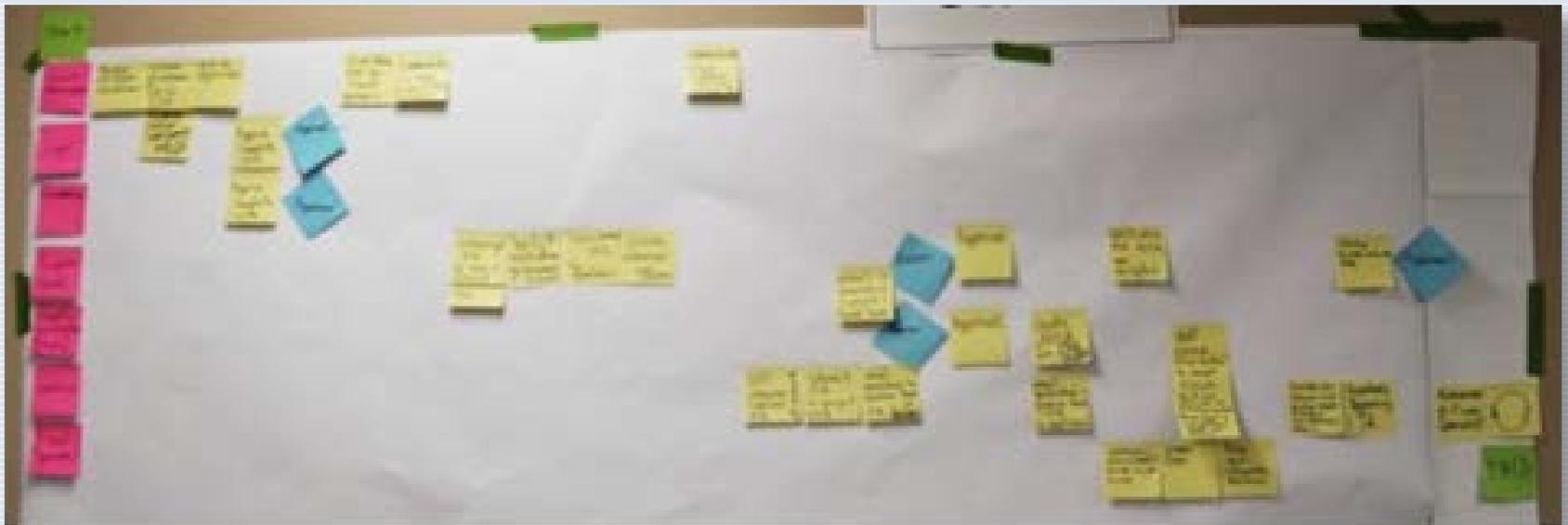
Clean Sheet Redesign



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Future State Walk-through



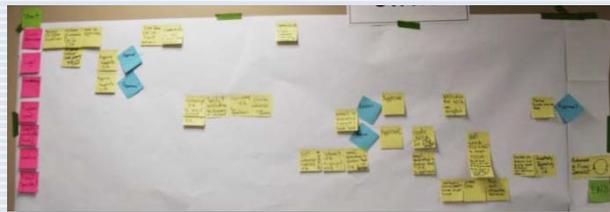
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Current State vs. Future State



Current Process: 239 steps



Future State: 41

(shown to scale)

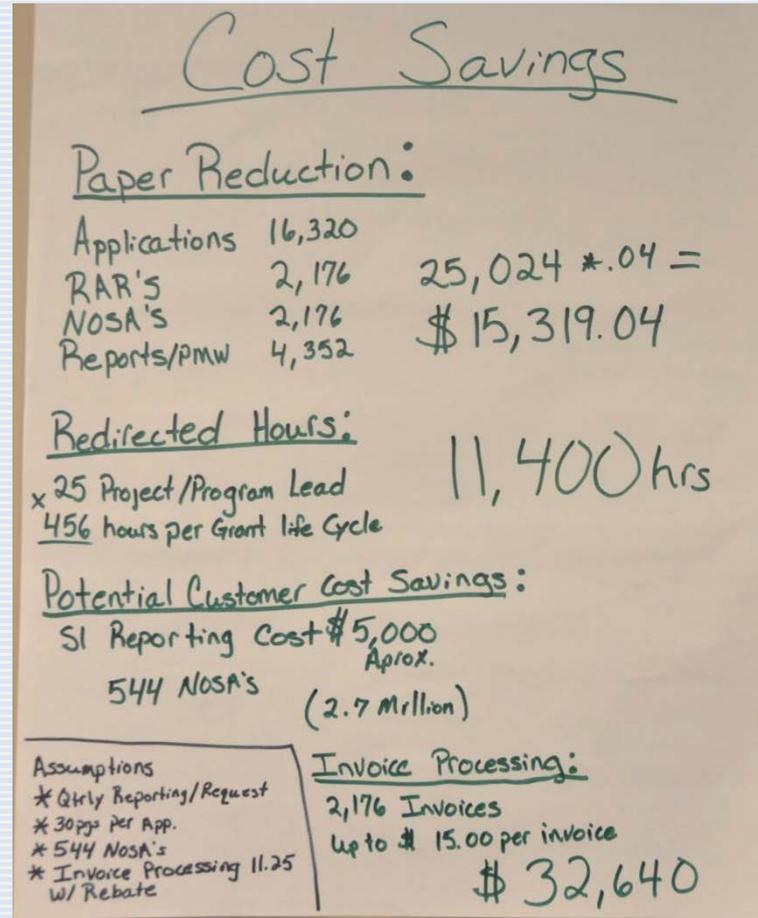
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Scorecard

Measure	Current Level	NEW	Change
Process Steps	117 / 122	41	65-66%
Decision Points	12 / 17	8	33-53%
Handoffs	20	11	45%
Loopbacks	10	5	50%
Delays	3		
Lead	112 / 285	55-66	51-81%

Cost Savings



Results

- Increase utilization of technology
- More effective utilization of staff
- Uniform grant application process
- Single grant management system for providers to apply, report and funds allocation

Improvement Summary

Current Key Issues

Multiple Grant Systems housing multiple applications with diverse requirements

Too many staff/providers doing the same tasks differently

Confusion on point of contact for current program information

How We Improved

Single Grant System with standardized requirements

Defined roles and responsibilities

Communications/training plans developed to reduce confusion

Implementation Plans

Information
Technology
Procedures

<u>What</u>	<u>Who</u>	<u>When</u>
<u>Change/update Directory</u>	Mike/IT <u>Johanna</u>	next week <u>on-going</u>
<u>Talk w/ Dalton abt eliminating signature</u>	Rosalind <u>Johanna</u>	next week
<u>Excel Spreadsheet for Tammy</u>	Tammy/ <u>Johanna</u>	Next week
<u>Add pgm leads to CFD</u>	Johanna <u>Mike</u>	2 weeks
<u>Train Pgm Leads</u>	<u>Johanna</u>	<u>month</u>
Develop new Application		

Implementation Plans

Information Technology Procedures

<u>What</u>	<u>Who</u>	<u>When</u>
Research & determine IT systems to use (health IAS, POPS GINA X Minuch Health)	Mike + <u>IT Governance</u>	SWAG <u>July 1</u>
Data Requirements	Mike + <u>IT / Carol Carstens Program</u>	SWAG <u>July 1</u>
Develop business requirements	(Allen) + Mike	July 1 <u>Aug 1</u>
Linkage to Portal process		
Integrated system by		FY'16

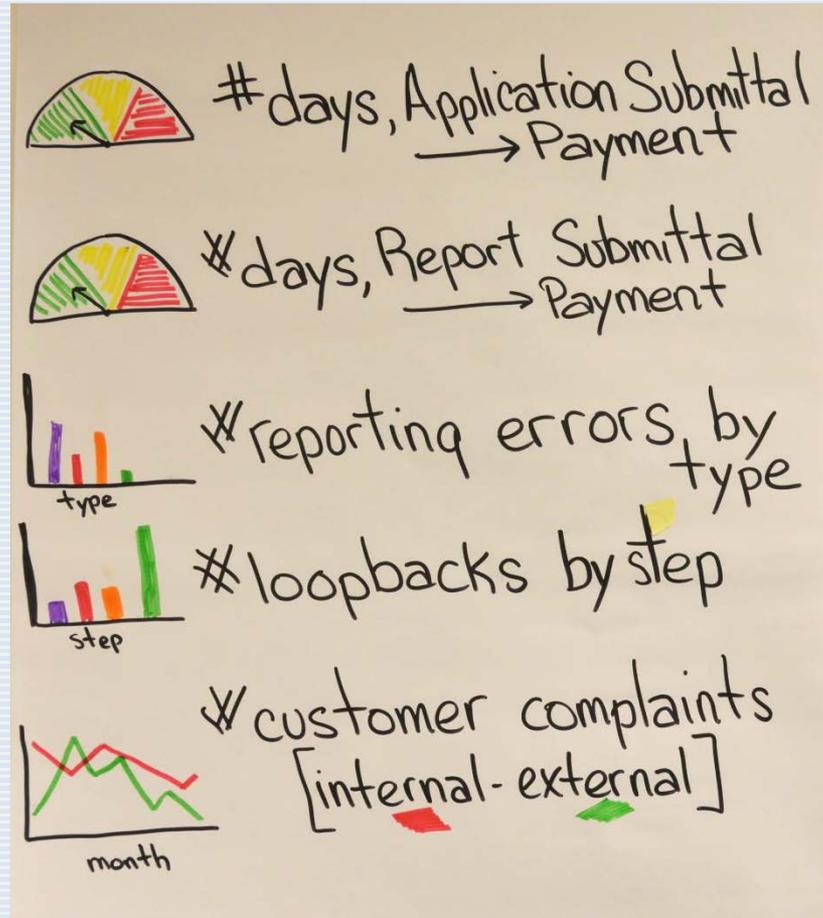
Implementation Plans

Communications and Training

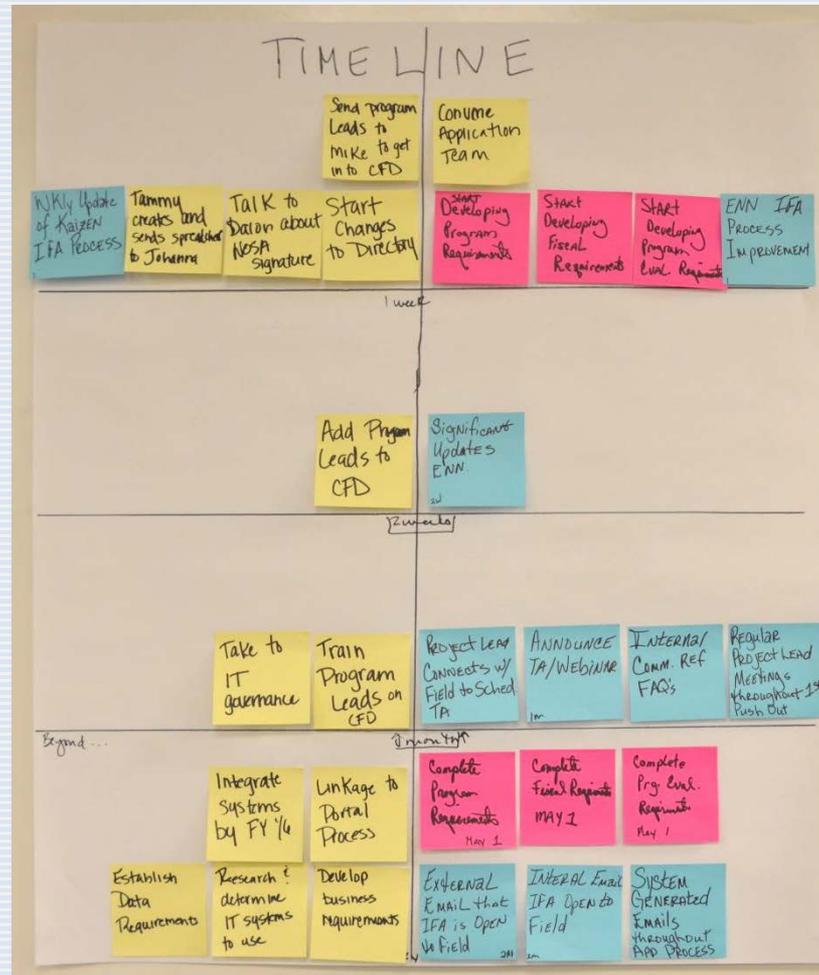
Communication * "external email" = "E-News Now" = "ENN"

<u>What</u>	<u>Who</u>	<u>When</u>
email [Director's internal update video] highlights of unified grant process/Kaizen team	Jackie	3.24
"E-News Now" highlights process improvements	Kraig	3.28
internal email that IFA ready for release/open to field	Rosaland	5.8
external email that IFA is available for MHAS-certified current grant recipients	Rosaland	5.12
biweekly and/or significant updates in ENN + internal communication (as availability of TAs); IFA to other potential grantees	Kraig - Debbie (to Eric)	3.31
Project Lead connects to respective projects - schedule conference call(s), monthly contact	Jackie Drew	4.7
Announce training (webinar) for unified/IFA available including an on-site, 1-time, "live" option	(Communications) Johanna (to Trudy)	4.23
system-generated emails throughout application process	Mike U	5.12
internal communication ref: FAQs	Jackie	5.19
regular, biweekly (face-to-face) team meeting through roll out and continue to schedule thru payment push out	Kraig - Debbie	3.26

Dashboard



What Begins Monday?



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Special *Thanks* To...

Senior Leadership: Director Tracy Plouck and Assistant Directors

Sponsor: Deborah Nixon-Hughes

Team Leader: Rosaland Gatewood-Tye, Kraig Knudsen

Subject Matter Experts: Michael Ullerup (IT)

Thanks to the entire team for their time, contributions and continued support to this Kaizen Event.

Additional Information

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