



**Bureau of Workers'
Compensation**

Kaizen Event Report Out

Additional and Proactive Allowance Conditions

May 2012

Team “Allowance for Change”



The Team

Team Sponsor: Tina Kielmeyer

Team Leader: Debi Kroninger

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Daneen Kindt	Mansfield, CSS
Debbie Nooks-Comeriato	Garfield Heights, MSS
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Irene Barnett	MCO Business Unit
Janet Wilks	Claims Policy Field Tech
Jeff Myers	Logan, CSS
Jill Stevenson	Business Transformation Architect
Kim Tolliver	CareWorks, QA
Lori Thomas	Central Office, MCS
Pete Mihaly	Legal Counsel - Attorney
Sherry Little	Cleveland, CSS

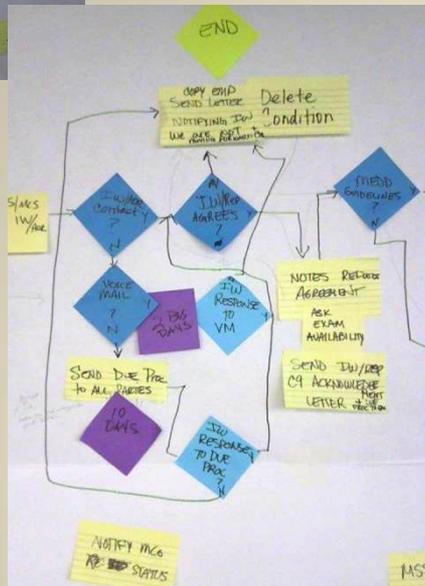
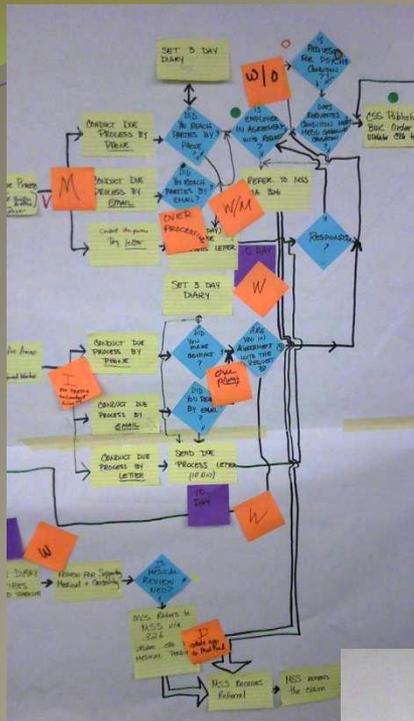
Facilitator(s): Bill Demidovich, Mike Lucid & Rich Martinski

Stakeholders

- Injured Worker
- Injured Worker Legal Representative
- Employer
- Managed Care Organizations
- Physician Community
- Third Party Administrators

Background

Our process begins with the receipt of a request for additional allowance on a workers' compensation claim or identification of a new condition, and ends when BWC renders a decision to either approve or refer to the Industrial Commission for adjudication.



SIPOC

Supplier	Input	Process	Outputs	Customer
Physician/ Provider	C86 Motion	Additional allowance request is received / condition is identified	Medical and other Documentation	Physician/ Provider
Injured Worker	C9 Form Request for Medical Treatment	Investigates Request	Approve Request	Injured Worker
Employer	Medical Records	Conduct Due Process	Request a Motion	Employer
Managed Care Organization (MCO)		Researches Additional Information	Referral to IC	Managed Care Organization (MCO)
Industrial Commission		Renders Decision / Request a Motion / Refers to IC		Industrial Commission
BWC		Seeks Waiver		

Scope of Event

- BWC/MCO receives a request for additional allowance
- BWC/MCO identifies a new condition in medical evidence
- BWC/MCO investigates the new condition
- BWC conducts due process
- BWC/MCO researches any additional information
- BWC renders a decision, requests a motion or refers to the Industrial Commission (IC) for adjudication
- BWC seeks waiver

Overarching Theme:

It is our intention to reduce the cycle time and unnecessary lost work days associated with this process in order to improve the quality service.

Out of Scope

Areas that will not change as a result of the Kaizen event are:

- No one loses their job because of the Kaizen event, however duties may be modified
- No additional staff
- No additional money
- No legislative or collective bargaining agreement changes
- No IT solutions until it is determined that an IT solution is needed
- No ICD modification changes

Project Goals

1. Reduce the amount of lead time from diagnosis to decision by 50%
2. Reduce unnecessary lost work days

The Kaizen Approach

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning	Day of Discovery & Developing Improvement Ideas	Day of Improvement & Creating the New process	Day of Design Implementation & Documentation	Day of Celebration & Results Schedule 30-60-90-day follow-ups

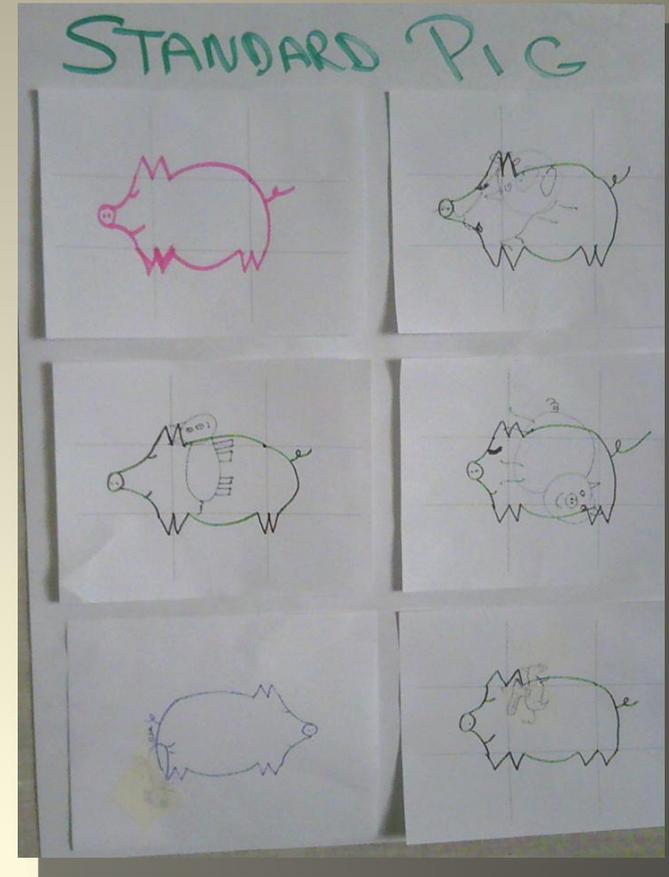
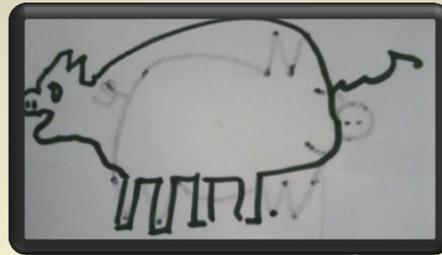
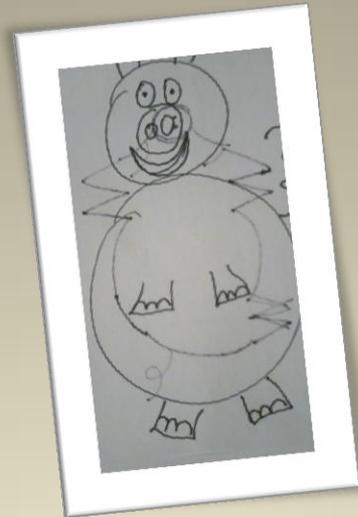
At the end of the week, each Kaizen team has designed dramatic operational improvements

To Break for the Better

- Clear objectives
- Team process
- 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)

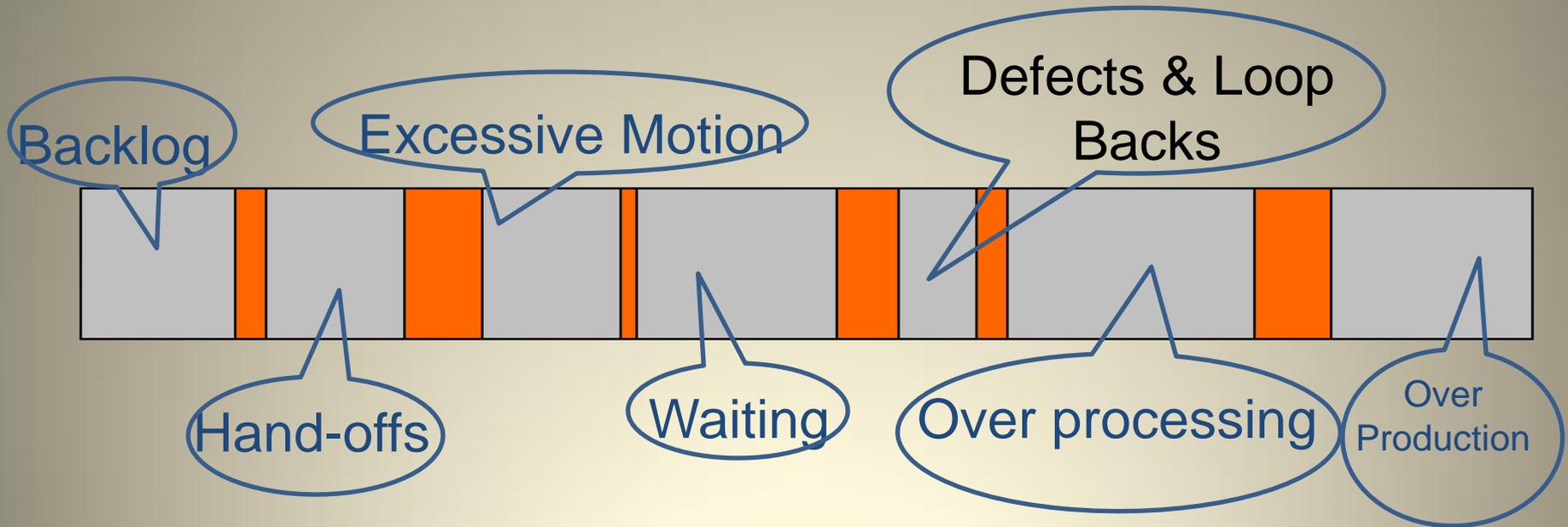


Quest for Standardization



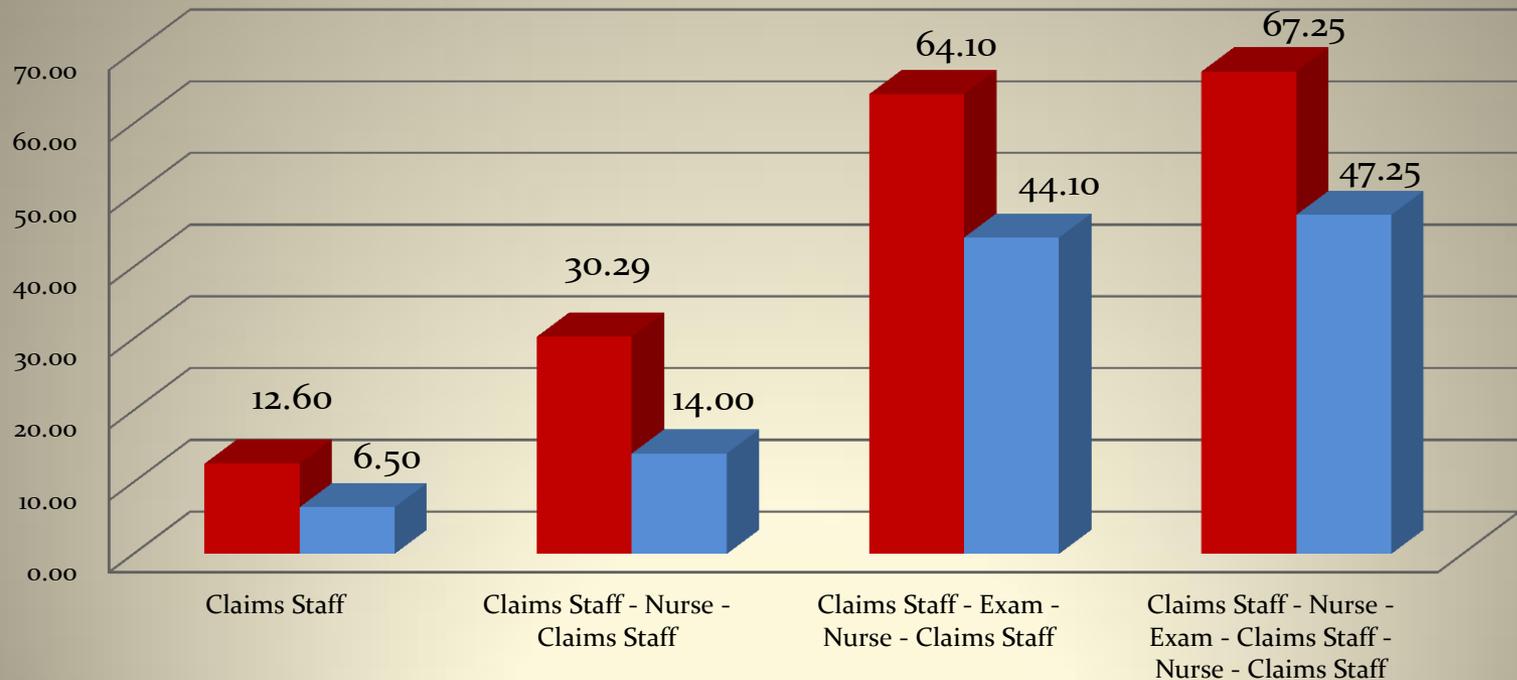
Lead-Time Reduction

■ Wasted Time and Activity ■ Core Process Value Added



Timeframes - Average Days

Current & **Anticipated** Completion Days
Additional Allowance Requests



Current-State Process Map



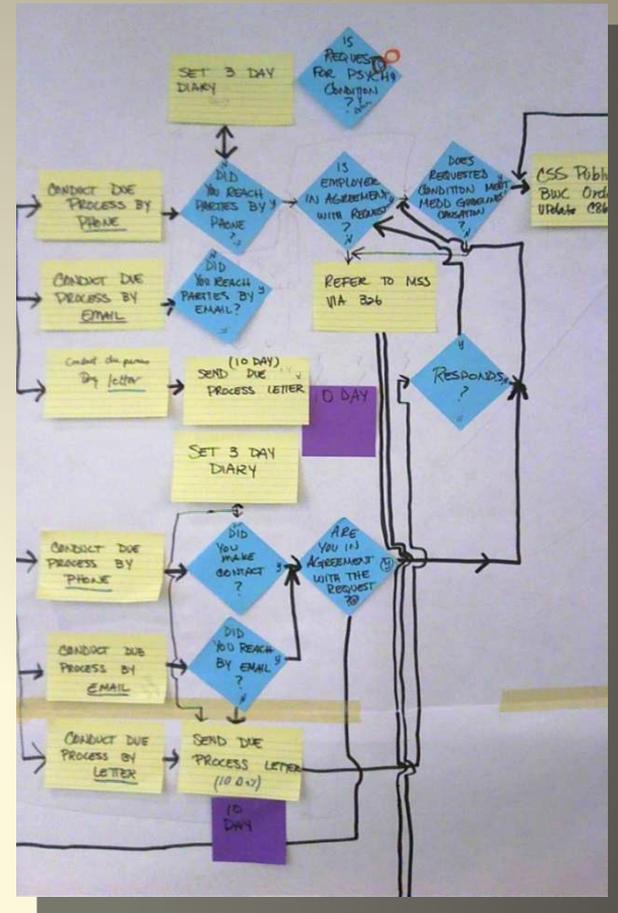
156 steps 48 decision points 54 handoffs 60 points of waste



Orange "Post-its" are points of waste!

The original processes had:

- Too many steps
- Too many handoffs
- Too many delays
- Too many loopbacks



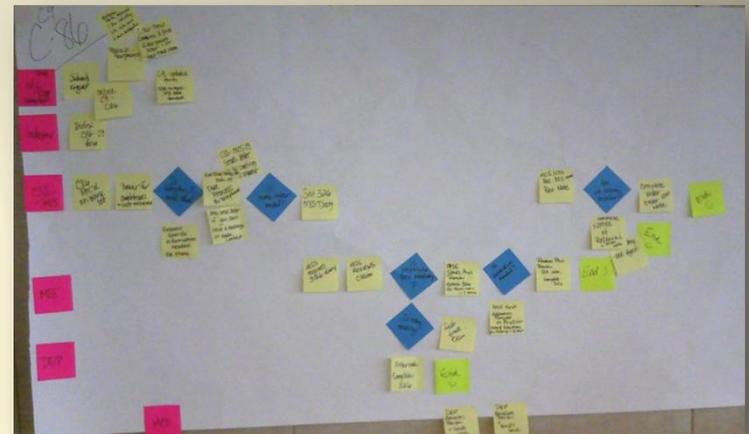
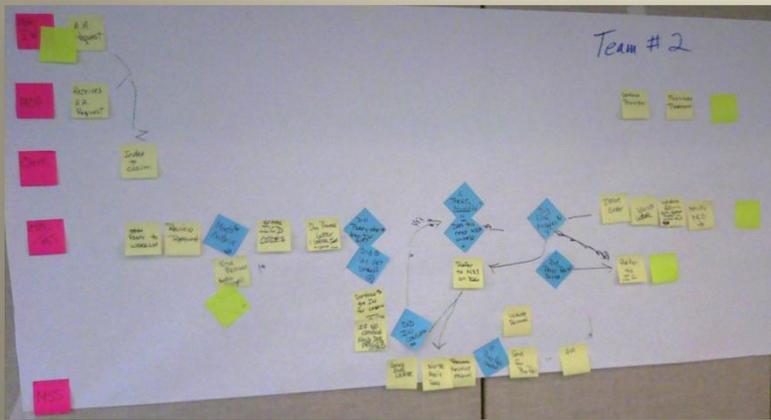
Intense work identifying Value and Waste



Clean Sheet Redesign



Ideas turned into actions!



Common Ground and Unique Items

Common Ground

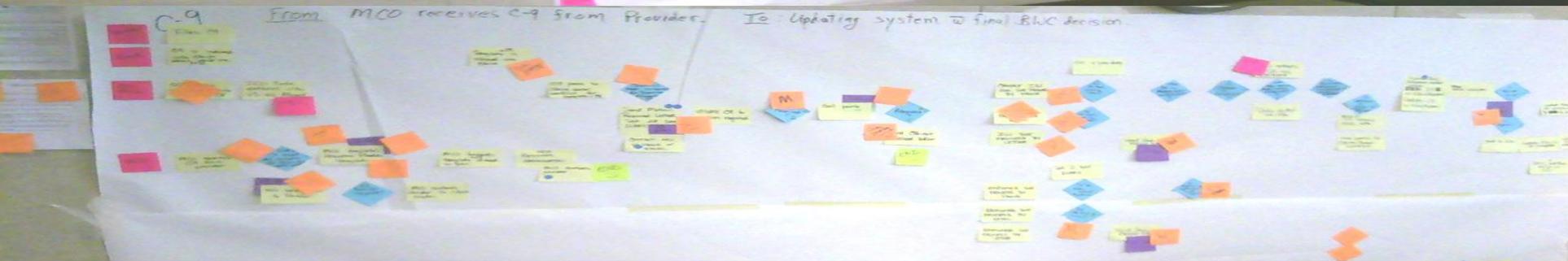
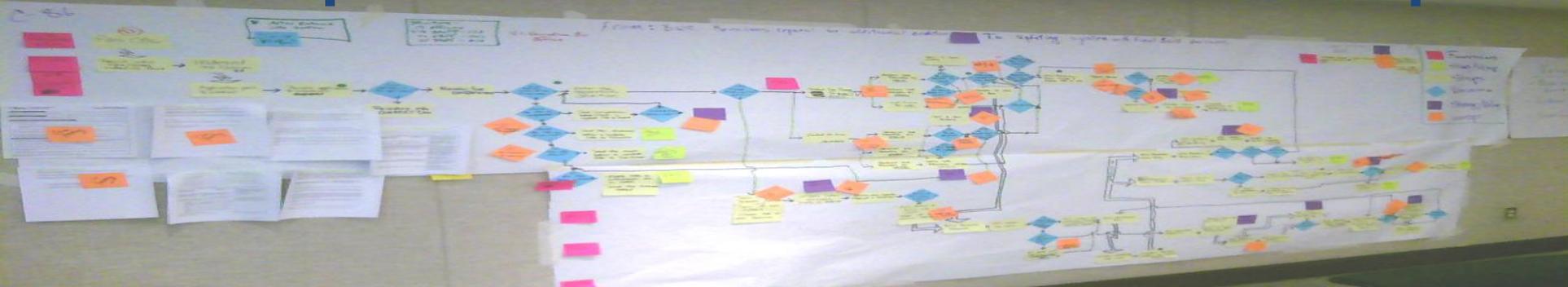
- Review done before enier Contact.
- Focus on issue, not form.
- Nurse flow
- Contact IW (first day)
- 10-day cycle time
- Nurse creates exam packet.
- Combine C86 and C9 processes
- End letter to IW.



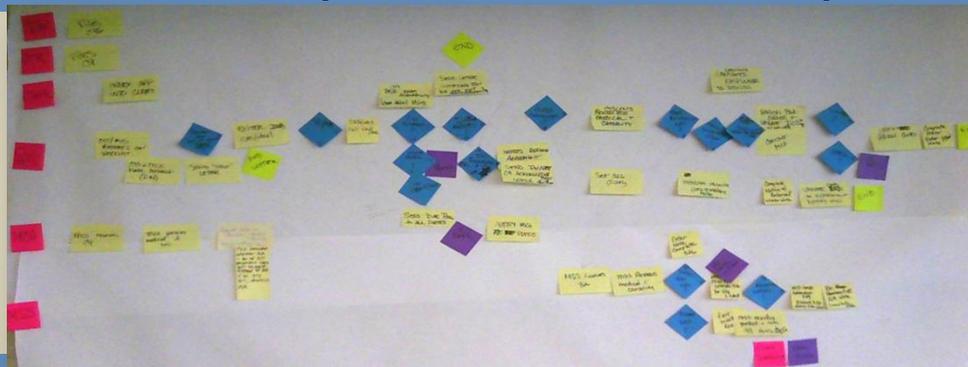
Unique

- COMBINED FORM - AA
- MOTION Required Letter -
- ENHANCED PROCESS
- CALLS (Super Phone Call)
- 911 ~~NURSE~~ EXAM
- ~~JANIS~~ Letter
- NO MOTION Required
- USE OF IM

Comparison of Process Maps



Current State - 156 steps 48 decision points 22 handoffs



Future State - 47 steps 15 decision points 12 handoffs

Scorecard - Process

Measure	Current	New	Change (% improvement)
Process Steps	156 steps	48	70%
Decision Points	48	16	69%
Handoffs	54	13	78%
Delay/Storage Points	18	5	72%

Scorecard - Costs

Measure	Projected New	Projected Savings
Return to Work	4 days earlier	\$1.5M TT cost
BWC Redirected Hours	1 hour saved per request	51,791 Hours
MCO Redirected Hours	20 minutes saved per request	12,117 Hours
Medical Treatment Cost Reduction	\$100 saved per request	\$5.2M Passive Medical Cost

More Results

- Faster processing of requests
- Better use of technology
- Better utilization of staff
- Reduction in mail cost
- Streamlined process
- Substance versus form



Improvement Summary

Current Key Issues	Kaizen Improvements
Due Process	New streamlined Due Process approach created
Cumbersome methods of communication between BWC and MCO	Leverage communication technology
Two workflows to address an additional allowance (C86 & C9)	One process for additional allowance
C9 ends with Motion Required Letter	IW verbal consent for request with written follow-up

Implementation Registers

- Technology plan
- Communication & Training Plan
- Data Collection Plan
- Forms & Letters Plan



Technology Plan

I.T. ACTION REGISTRY

<u>Who</u>	<u>What</u>	<u>When</u>
Irene/IT JAWET	online C9 "APP FOR THAT"	7/1/12
Irene/DebK	Instant msg	7/1/12
Vic Doyle Matt Loparo	macros in V3	7/1/12
	MEDD	
Tony Larraceio Jill	- revisions - electronic	7/1/12 8/1/13
Bill Brown	dual monitors	7/1/12
Vic Doyle	V3 Corr Updates	7/1/12 (C2) 12/31/12 (V3)
Kim Monder	online Die Process	7/1/12
Deb K	326 includes Six Pending	7/1/12
Pete/DebK	FAST TRACK EXAM	7/1/12

Communications & Training Plan

COMMUNICATIONS/TRAINING		
Who	What	When
1. H. Team	Senior Staff Roll-out plan Tape	FRI FRI 5/5
2. Communications	Article + Tape	Mon. 5/9
3. Field Ops Adm + members of team as needed	High High Level overview Process - Plan - Training Implementation Date	1 wk → 2 wks
4. Training Team • Training Dept • H Team Members • Policy Tech	Train in depth plan Roll out Steps - MCD/Bix Communications	30 30 Day
5. TRAINING Team (if applicable) BWC/MCD BC	Same as above	above
6. + Sec Tammie M. Training and group	Communicate the Process + Plan	# > 30 D
7. Policy/legal	"	> 30 D
8. IC	"	1 - 2 wks

Data Collection Plan

DATA (3)

What	Who	When
Log Times	App tracker + DW Reports (see prior flip)	Monthly + Weekly Review
<u>Quality</u>	# App from PHO App to Hearing # App - MSJ / MEDIC → Hearing IMS + Som Audits - Policy Audits	DW Reports W/M Reports Weekly Monthly
MED Time Measurement	* ARE MED sending INCORRECT (Miller) * Time Score from MED → TR Auth Build into MED Audit	
What	Who	When
Process Eval	Providers MED AOR	30-60-90 # of cases then Biannual
MED Quality	MED Business Lead Quality Care Comm	30-60-90

** ensure the process is working from outside view*

Forms & Letters

- 2 page form
- Additional Condition - front page

Narrative description of condition location/
site, ie LS-SI

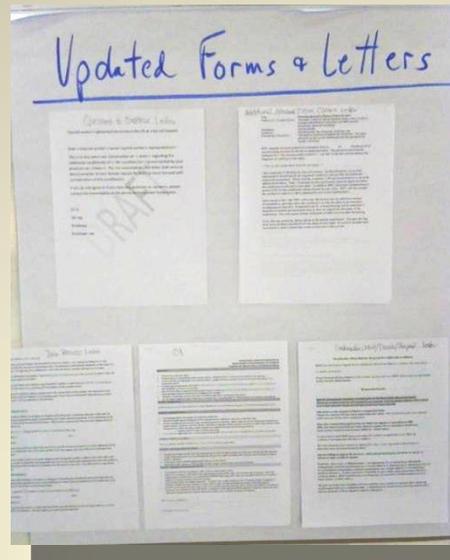
* From nurse, what are you looking for - causality

In your opinion . . .

Yes No

Explanation (include chemical balance/diagnoses etc) How does this request relate to the original mystery?

Education Here



What?	Who?	When?
C9	Ikone: C (Pete on back this direct/flow through/sub ass)	5/11 pdf 7/1 online
Due Process Letter	Corres team	5/11
Combo letter	Corres team	5/11
Janet letter	Corres team	5/11

What begins Monday?



- Communicate to BWC staff
- Communicate to MCO staff
- Organize action registries
- Schedule follow-up meetings
 - Kaizen Team
 - Support Departments

Overall Kaizen Benefits

- Improve quality of service for injured workers so they can return to life and obtain necessary treatment
- Personal commitment to see it through
- Reduce red tape
- Service – Simplicity – Savings
- Process improved in 5 days!

Personal Lessons Learned

- Kaizen really does work
- Learned something new everyday
- Teamwork
- Faster
- Identified misconceptions and misinterpretations
- There can be a better way
- Rewarding
- One voice
- Investment



Life as a member of a Kaizen event Team...

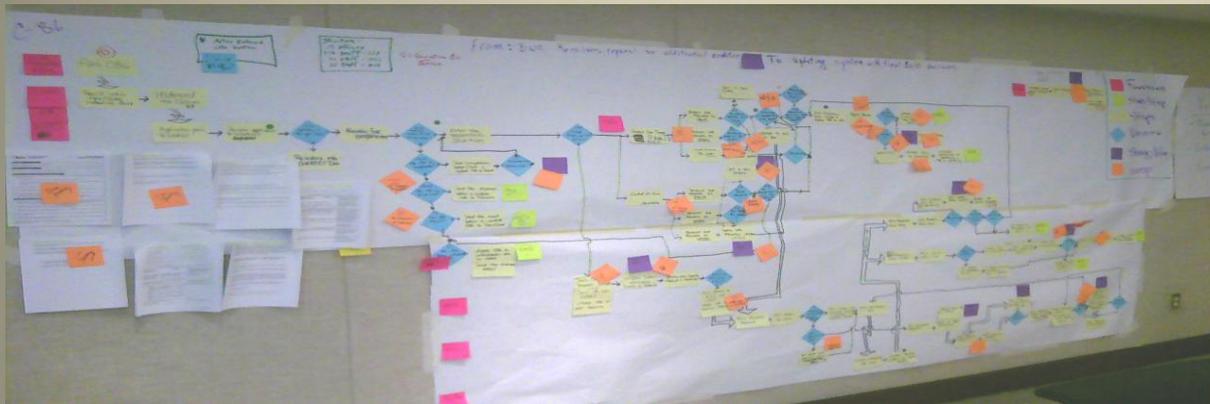


Agency: **BWC**

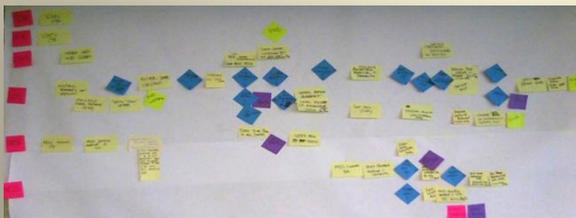
Section: **Additional and Proactive Allowance Conditions**

Major Changes:

- Reduced processing steps by 70%
- Identified potential costs savings of ~\$6M
- Identified over 63,000 redirected staff hours



Before



After

Special *THANKS* to...

Senior Leadership

Team Sponsor: Tina Kielmeyer

Special thanks to Suzanne Brown & Mary Maurer

Facilitator(s): Bill Demidovich,
Mike Lucid & Rich Martinski

