

IMPROVING USAGE OF THE BUREAU OF WORKERS' COMPENSATION (BWC) INTERPRETING SERVICES

Kathleen Martin and Carla Cornelious – LEANOHIO Green Belt Presentation

AGENCY'S MISSION AND VALUES

Bureau of Workers' Compensation's Mission:

"...to protect Ohio's workers and employers through prevention, care, and management of workplace injuries and illnesses at fair rates.

BWC's values (Service, Simplicity and Savings):

- **Service:** *"At BWC, our values start with Service. Our priority must be to customers, Ohio's injured workers and employers.*
- **Simplicity:** *"By making things simple, we can reduce costs and make things easier on our customers.*
- **Savings:** *"...service and simplicity is the value of providing fair and competitive rate and cost-effective Prevention and Care service.*



PROJECT CHARTER -

Project/Event Title	Improving Use of State Interpreter Translation Services Contract
Project Facilitator	Kathleen Martin & Carla Cornelious
Agency/Organization	Bureau of Workers Compensation
Project Mentor	Susan Wyatt
Charter Last Updated Date	4/25/2019

Project Background
 For cost savings and high quality services, DAS Shared Services has established an enterprise contract for state agencies for the provision of interpretation services. The current vendor is Vocalink. BWC uses interpretation services on a daily basis for several of our activities such as: on-site interpreting; over the phone interpreting; video conferencing; document translation; etc. We have found that BWC staff are not consistently utilizing the Vocalink's services. As a result, BWC must increase spending to pay for interpreting services that are not at the reasonable negotiated rate in the contract.

Problem/Opportunity Statement
Inconsistencies with BWC staff's compliance with the BWC Interpreter Services policy and procedures. This is an opportunity to improve BWC staff compliance with the BWC Interpreter Services policy and procedures, while simultaneously decreasing cost of interpreting services to BWC.

SCOPE (define boundaries)	First step in the process: Identify users of the contract Last step in the process: Delivery of interpreter services training to the users (e.g., claims service assistants) of the contract
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Project Goals
Reduce the number of non-contract billings by 50%, over a 4 month period of time. Improve overall awareness of the agreed upon processes outlined in the DAS Shared Services state interpreting services contract with Vocalink by 50%, over a 4 month period of time.

Project Boundaries
 Internal - BWC staff who used contract appropriately and who did not.
 External - Satisfaction with the non-contract and contract services. Contract cannot be changed until it is amended or expires. The American Disability Act laws that mandates interpreting services be provided to customers.

Performance Metrics: What measures will tell you if you are successful.	Performance Metrics			
	Current	Goal	Final	% Change
The number of Non-Vocalink billings decreased by 50% over a 4 month period of time.	342	171	2	98%
Decrease the number of employees submitting bills for non-contracted interpreters by 50% over a 4 month period of time, to ensure compliance with the interpreting services contract.	109	55	2	98%

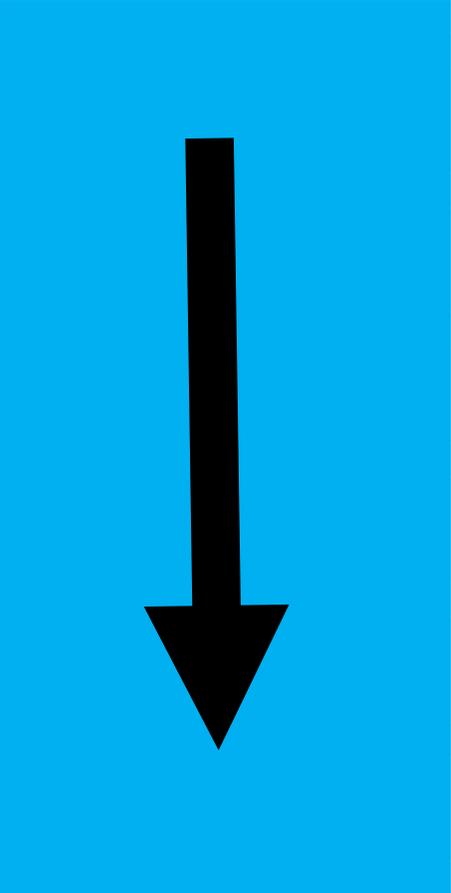
Projected Benefits
 State contract compliance. Consistency in billing. Decrease of BWC spending to pay for interpreting services that are not at the reasonable negotiated rate in the contract. Assured of a standard of service. Improve BWC relationship with the employer and injured worker. Decrease language barriers between BWC staff and customer (i.e., employer and injured worker).

Project Team "The Little Engines That Could"	
Team Lead:	Kathleen Martin
Team Champion/Sponsor:	Winnie Warren
Process Owner:	Winnie Warren
Team Members:	Carla Cornelious, Kathleen Martin, Antwyan Reynolds (via staff) and Cynthia Austin
Subject Matter Experts:	Winnie Warren and Aisha Nelson

Project Champion/Sponsor and Process Owner Sign-Off:
 I am committed to supporting this project and implementing the teams improvements.

Sponsor Signature: _____ (Winnie Warren's Signature On-File)
 Process Owner: _____ (Winnie Warren's Signature On-File)

SIPOC (SUPPLIERS, INPUTS, PROCESS, OUTPUTS, & CUSTOMERS)

HIGH LEVEL PROCESS - SIPOC					
P R O C E S S					
SUPPLIERS	INPUTS		OUTPUTS	CUSTOMERS	
VocaLink	Translation Services		Provide Translation Services To BWC Staff & Customers	BWC staff, Injured Worker, Employers, Providers, Industrial Commission	
Department of Administrative Services	Contractual Agreement		Provide Translation Services - BWC Staff & Customers via Vocalink	BWC staff, Injured Worker, Employers, Providers, Industrial Commission	
BWC Administrator	Reviews Contractual Agreement		Distribute Contractual Agreement	BWC staff, Injured Worker, Employers, Providers	
BWC Deputy Directors /Supervisors	Review Interpreter Services Policy and Procedures		Distribute Policy and Procedures	BWC staff, Injured Worker, Employers, Providers, Industrial Commission	
Claims Operation Services	Review Contractual Agreement & Develop Policy & Procedures		Distribute Policy & Procedures	BWC staff, Injured Worker, Employers, Providers, Industrial Commission	
Legal Services	Ensure Policy & Procedures Comply w/Contract		Approve Policy & Procedures with Contract	BWC staff, Injured Worker, Employers, Providers, Industrial Commission	
Contractual Agreement Received	Process In The Contract Verified		Distribute Policy & Procedures Based on Contractual Agreement	BWC & IC Staff Follow Their Policy and Procedures When Booking Interpreters and/or Translation Services For BWC Customers	Interpreter and/or Translation Services Provided To BWC Customers

WHY IS THIS STUDY NECESSARY?

5 Whys

Questions

Answers

Why is BWC receiving interpreter servicing bills for non-contracted vendors?

Contractual agreement not clearly understood by BWC staff.

Why aren't BWC staff following Interpreter Services policies and procedures?

BWC shared document posted the secondary option's material separate from the policy and procedural document site.

Why did the policy and procedure provide a secondary option to the contractor?

Pursuant to the American Disability Act (ADA): BWC must provide interpreting services to customers.

Why are there irregularities/errors in bills received for interpreter services to pay for non-contracted vendors?

BWC staff did not use VocaLink first.

Why did BWC staff use non-contracted vendors for interpreting services from the secondary option?

The secondary option listing was easily accessible

Why does BWC staff use a secondary option first, when policy and procedure states BWC staff must use VocaLink as a first option?

BWC staff did not follow the policy and procedures.

Why didn't BWC staff follow the policy and procedures?

The policy and procedures did not provide the name of the contractor (i.e., VocaLink) to the user/staff.

INITIAL FINDINGS

Poka-Yoke

The Poka-Yoke tool is used in this project displays the revision made to the BWC Interpreter Services policies and procedures.

- Initially, the policy and procedures only referred to the contracted interpreting services vendor as "contractor."
- Now, VocaLink is listed in the policy and procedures, there will be no confusion on who is the interpreting services contractor, their services, how to contact them or where to send bills.

HUDDLE DOCUMENT REVISION



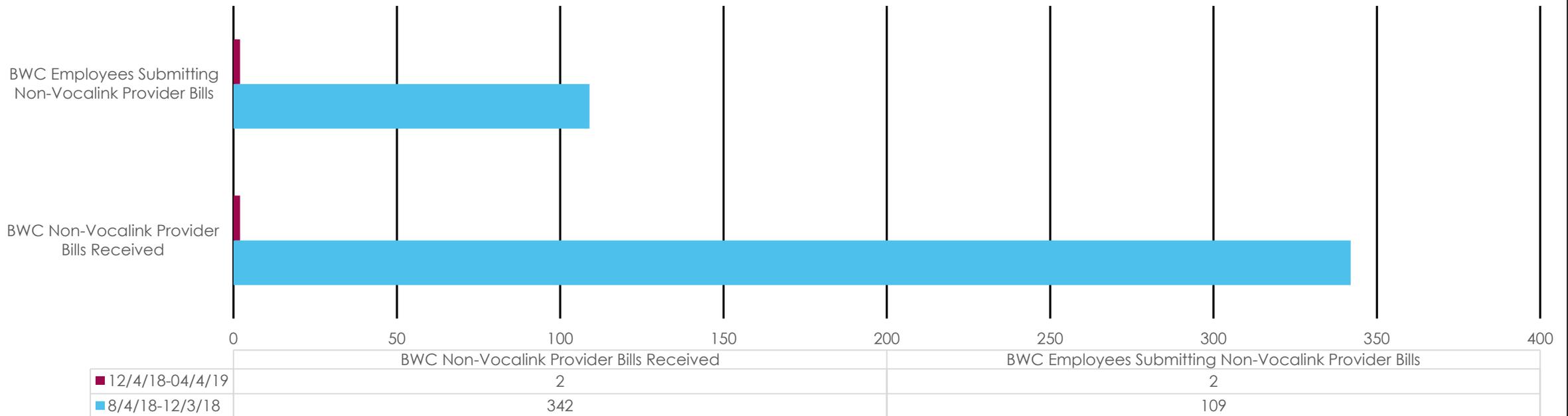
Operational Updates:

Issues Regarding Interpreter and Translation Services Procedures:

- Customer Service Specialists and Disability Management Coordinator staff incorrectly instructed.
 - Claims Operations Services revised the policy and procedures.
 - Vocalink has a contract with BWC as the sole provider of interpreting services, (except for American Sign Language (ASL) services).
 - Instructions for using Vocalink for interpreting services are located on the Claim Online Resources (COR) web site.
 - The “Interpreter Services Enrolled Providers” list has been removed from COR and staff’s shortcut list.

Data Gathering - Benefits to implementation of proposal

BWC Interpreter Bills Received **Prior To** and **After** Huddle Document About State Contract To Use Vocalink given To Employees



*Data source: BWC Medical Billing – Aisha Nelson and Staff

DASHBOARD

Performance Metrics

<u>DATA-Non-Vocalink Submitted Bills</u> <small>(08/04/18-12/3/18)</small>	<u>Goal</u>	<u>* Final</u>	<u>% Change</u>
342	171	2	98%
<u>DATA-Staff submitting Non-Vocalink Bills</u> <small>(12/4/18- 04/04/19)</small>	<u>Goal</u>	<u>* Final</u>	<u>% Change</u>
109	55	2	98%

*Change in Policy and Procedure produced (after Huddle Document correction -12/4/18.)

D.M.A.I.C.

(DEFINE, MEASURE, ANALYZE, IMPROVE AND CONTROL)

- **Define:** Why Medical Billing received non-approved interpreter vendor bills?
- **Measure:** 342 incorrect billings submitted from non-contracted vendors & 109 Staff incorrectly submitted bills.
- **Analyze:** Data from BWC Medical Billing – dated (8/04/2018 – 04/04/2019).
- **Improve:** New Procedure written and monitored.
- **Control:** Staff now uses State contract vendors only.

CONCLUSION

BWC's contracted **Interpreting Services:**

(The old Claims Online Report versus the Huddle Report procedures)

- The Claims Operations Service has made it easier for their staff to assist injured workers and employers to acquire the benefits available to them.
- By employing the Bureau Workers' Compensation's values of Service, Simplicity, and Savings, this change in policy compliance should yield a return to BWC's budget.

LEANOHIO - GREEN BELT PRESENTERS

- Kathleen Martin, BWC Claims Operations Services
 - Carla Cornelious, BWC Actuarial

CREDITS AND THANK YOUS

- Susan Wyatt
- Kameelah Guthridge
- Winnie Warren
- Cynthia Austen
- Aisha Nelson and Staff
- Kathleen Martin
- Carla Cornelious
- Antywn Reynolds and CSO Staff
- Special mention: Valerie Horton

QUESTIONS AND ANSWERS

**WE HOPE YOU HAVE LEARNED SOMETHING NEW
FROM OUR PRESENTATION.**

THANK YOU FOR SPENDING YOUR TIME WITH US.