Ohio Department of Aging

John Kasich, Governor
Stephanie M. Loucka, Director

Green Belt Six Sigma Project Report Out

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07.13.2017

PASSPORT ADMINISTRATIVE AGENCY STAFFING ADEQUACY

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BACKGROUND - SCOPE

- Problem Statement
  - ODA sub recipients (PAAs) assert that, via the individual annual coordinated monitoring reviews, staffing shortages result in their inability to achieve desired outcomes (compliance).
  - Staffing shortages have been identified in 3 primary functional areas in the PAA business operations (Medicaid waiver) in particular: 1) Screening/ assessment; 2) case management; and 3) provider network management.
- Opportunity Statement
  - The project is a prospect where information can be gathered to determine: the accuracy of this assertion; whether a problem exists; how to help ODA and the PAAs with next steps and possible solutions.
- Scope
  - First Step: Secure consistent data
  - Last Step: Provide information and recommendations for ODA and the PAA Network

PROJECT GOALS

Benefits

- **VALIDATE** – Assertions being made via the annual monitoring process and offer solutions.
- **COMPLETE PICTURE** - Better information which will lend to a better command of the PAA landscape

Goal Statement

- **BETTER DATA** - To have more real-time, consistent, systematic, and regularly recurring PAA staffing and corresponding output data.
- **STANDARIZE** - the manner by which this data is collected (templates).

Leveraging Opportunities

- **PREVENTION** - Understand weakness/ gaps beforehand in the effort to prevent errors from occurring.
- **PROGRAM PERFORMANCE** - Take a proactive approach in helping the PAAs self-identify issues and assisting the PAAs with solutions in analysis, and to improve and control performance versus reacting after errors occur.
- **INFORMED DECISION MAKING** – In workforce and strategic planning.

ODA STAFFING ADEQUACY TEAM (*S.A.T*)

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Deanna Clifford

Kevin Flanagan

Eric Miller,	Project lead - Performance Center Division
Jeremy Newman,	Contributor/SME - Fiscal Division
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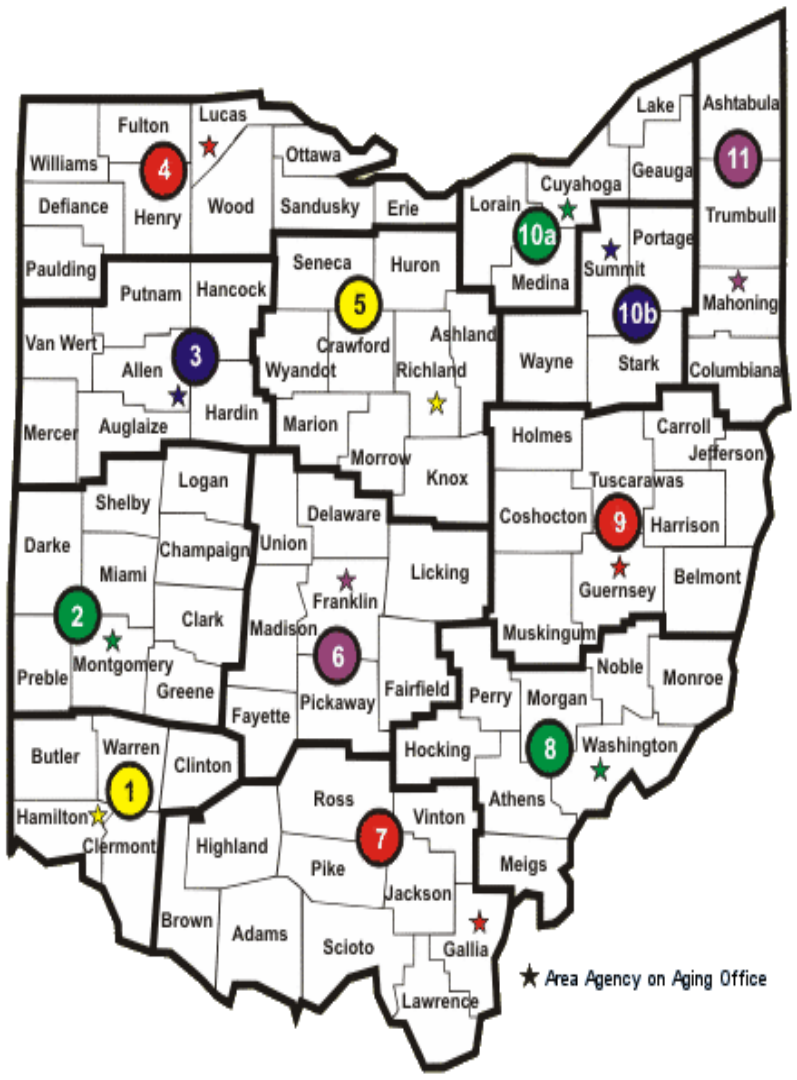
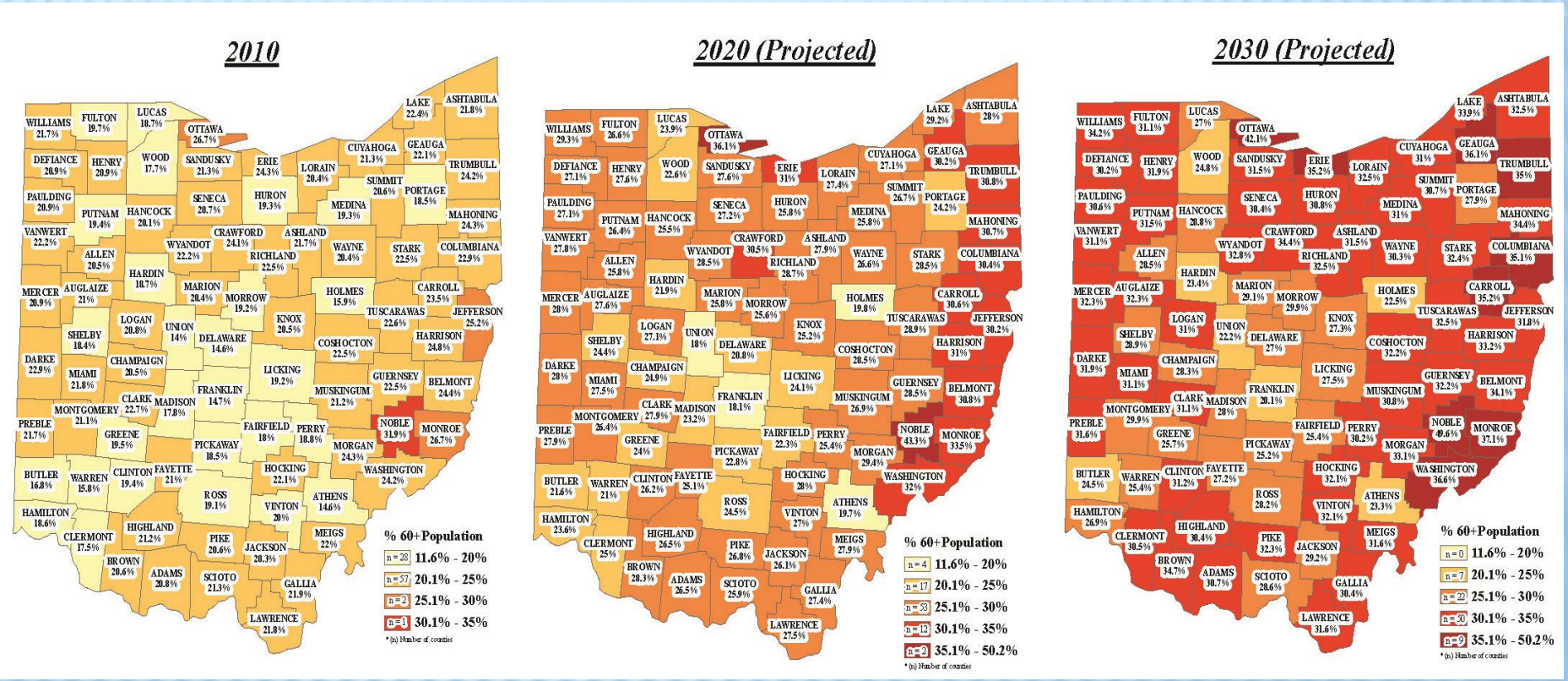
ODA AND OHIO'S AGING NETWORK



- **ODA** - Responsible for oversight of the operations of its programs, grants, and supported activities. This involves monitoring Ohio's Areas Agencies on Aging (AAAs) and PASSPORT Administrative Agencies (PAAs) for their compliance with state and federal laws and policies that govern these programs.
- **ODA** - Serves as a policy-making agency that distributes most of its $440 million in annual funding to these agencies. Together, ODA and these Agencies make up Ohio's Aging Network.
- **AAAs** - Respond to the needs of elders in the communities they serve by establishing partnerships through the creation and implementation of plans based on the population and resources in their communities and by organizing and coordinating services and supports.
- **PAAs** - Administer home and community-based waiver provisions to individuals who meet financial and non-financial eligibility requirements.
- **AAAs/PAAs** - Work in concert to provide a system of services and supports to meet the needs of Ohio's elders.

OHIO IS AGING



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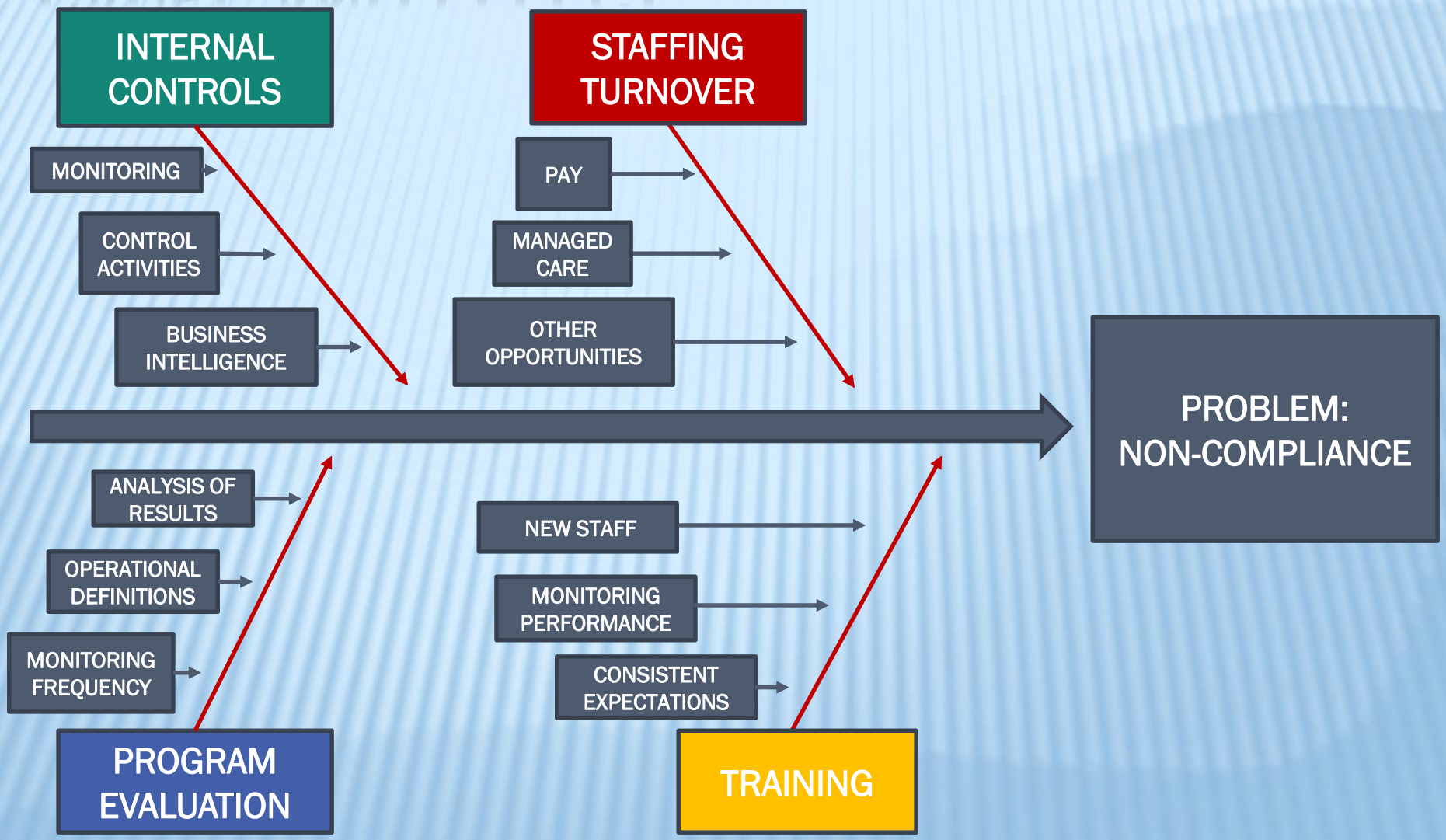
CAUSE AND EFFECT



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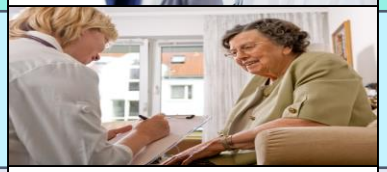
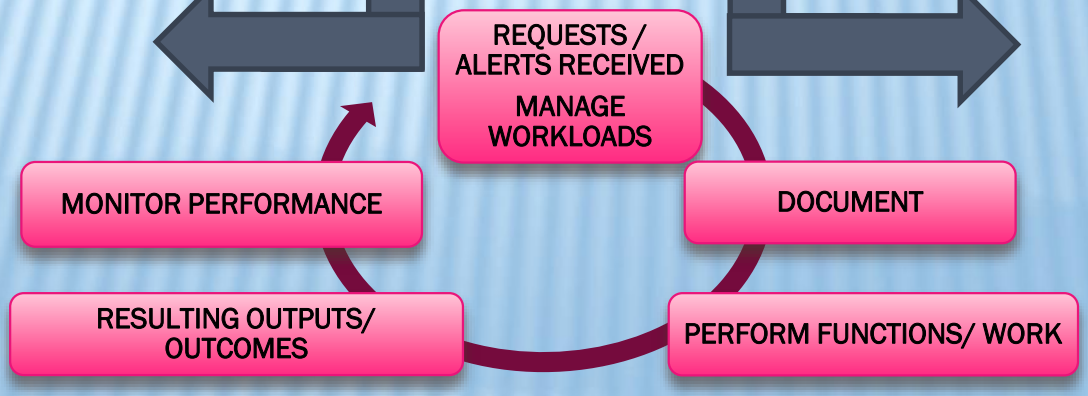
9 PRIMARY PAA FUNCTIONAL REQUIREMENTS

FUNCTION *(Y)* =		KEY PROCESS DRIVERS *f(X)*
SCREENING/ ASSESSMENT		• Information, referral and assistance • Preadmission Review • In-person assessments
CASE MANAGEMENT		• Consumer Care Planning • Consumer Service Planning
PROVIDER NETWORK MANAGEMENT		• Provider Certification • Provider Annual Structural Compliance Review • Provider TA • Provider Disciplinary Actions

HIGH LEVEL PROCESS - SIPOC

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
• INQUIRIES • APPLICANTS • CONSUMERS • CAREGIVERS • FAMILIES • PAA AGENCIES • ODA • MEDICAID • CDJFS • HOSPITALS • ASSISTED LIVING • NURSING FACILITIES • SISTER AGENCIES • PROVIDERS	• SCREENS • PARS • ASSESSMENTS • CARE PLANNING • SERVICE PLANNING • PROVIDER CERTIFICATIONS • PROVIDER ANNUAL STRUCTURAL COMPLIANCE REVIEWS • PROVIDER DISCIPLINARY ACTIONS		• INFORMATION • REFERRALS • ENROLLMENTS • ENROLLMENTS • DISENROLLMENTS • NEW PROVIDERS • PROIVDER MONITORING • PROVIDER COMPLIANCE • PROVIDER QUALITY	• OHIOS ELDER POPULATION • CAREGIVERS AND FAMILIES • WAIVER CONSUMERS • PROVIDERS • PAAs • SISTER AGENCIES • OBM • CMS • ACL



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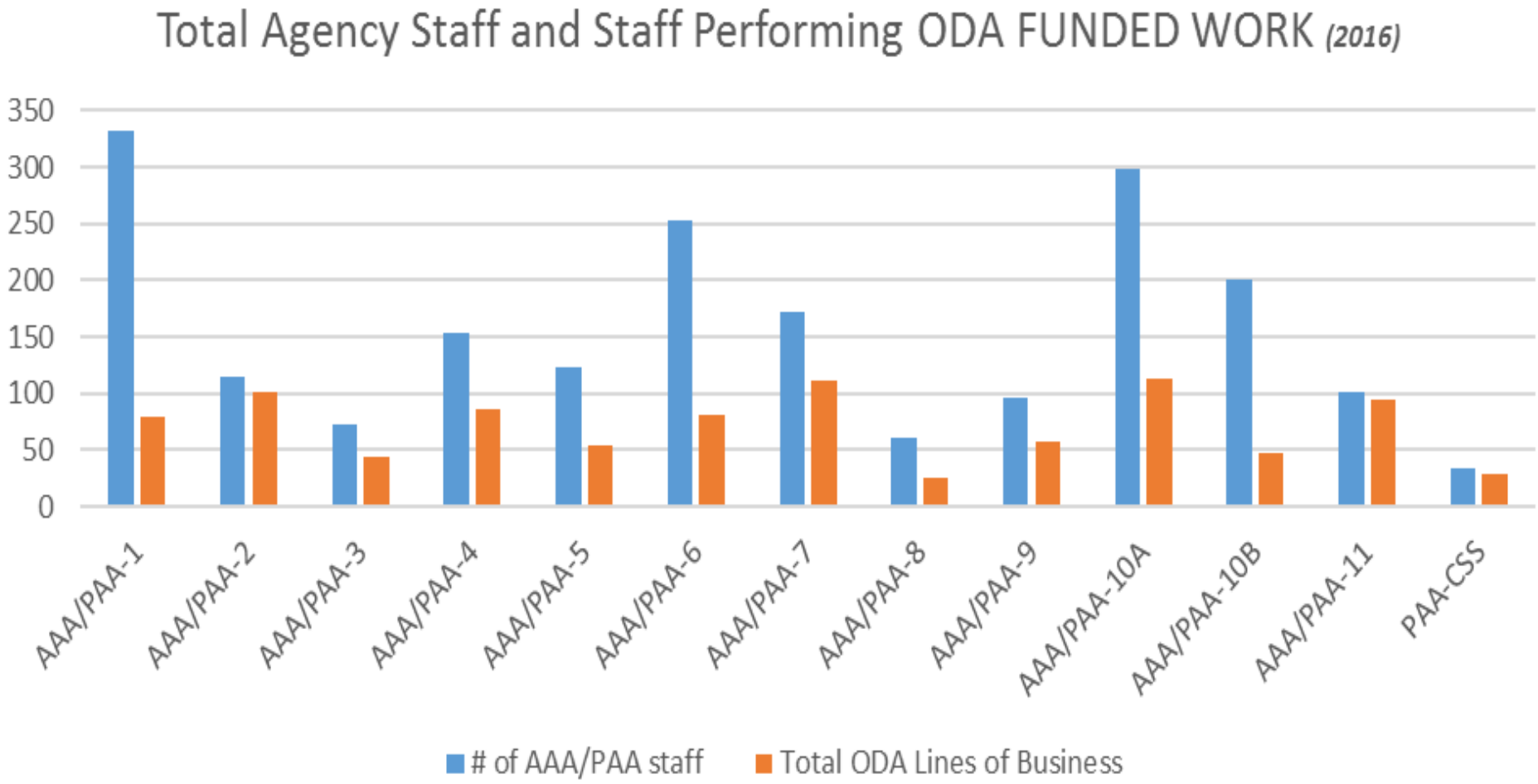
DATA COLLECTION PLAN

Aggregate and review annual coordinated monitoring data	• Staffing data – 13 PAAs • Monitoring data – 13 PAAs • Compliance data – 13 PAAs
Query management reports from ODA Enterprise System (PIMS Database)	• Staffing and outputs produced
Utilize data from ODA Fiscal Division	• Time study data in corresponding functions • Fiscal data

PROJECT TOOLS

- DMAIC
- Fishbone (Ishikawa) / Cause & Effect Diagram
- Summary Tables
- Bar Charts
- Control Charts
- Brainstorming
- Voices (Business, Process, Employee, Customer)
- Critical to Quality (CTQ)
- Poke Yoke Form
- Takt time (Staffing calculator)

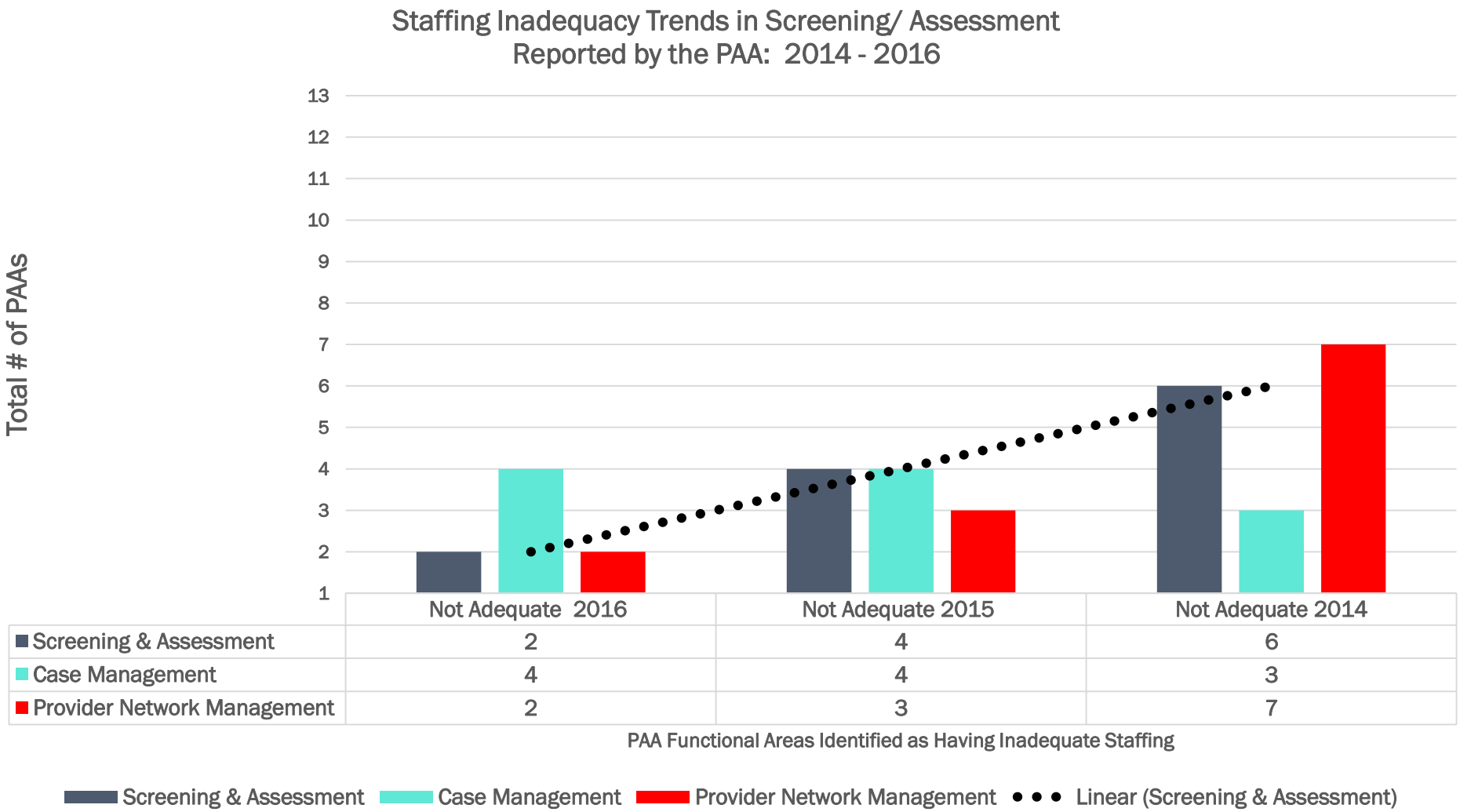
AGENCY LINES OF BUSINESS



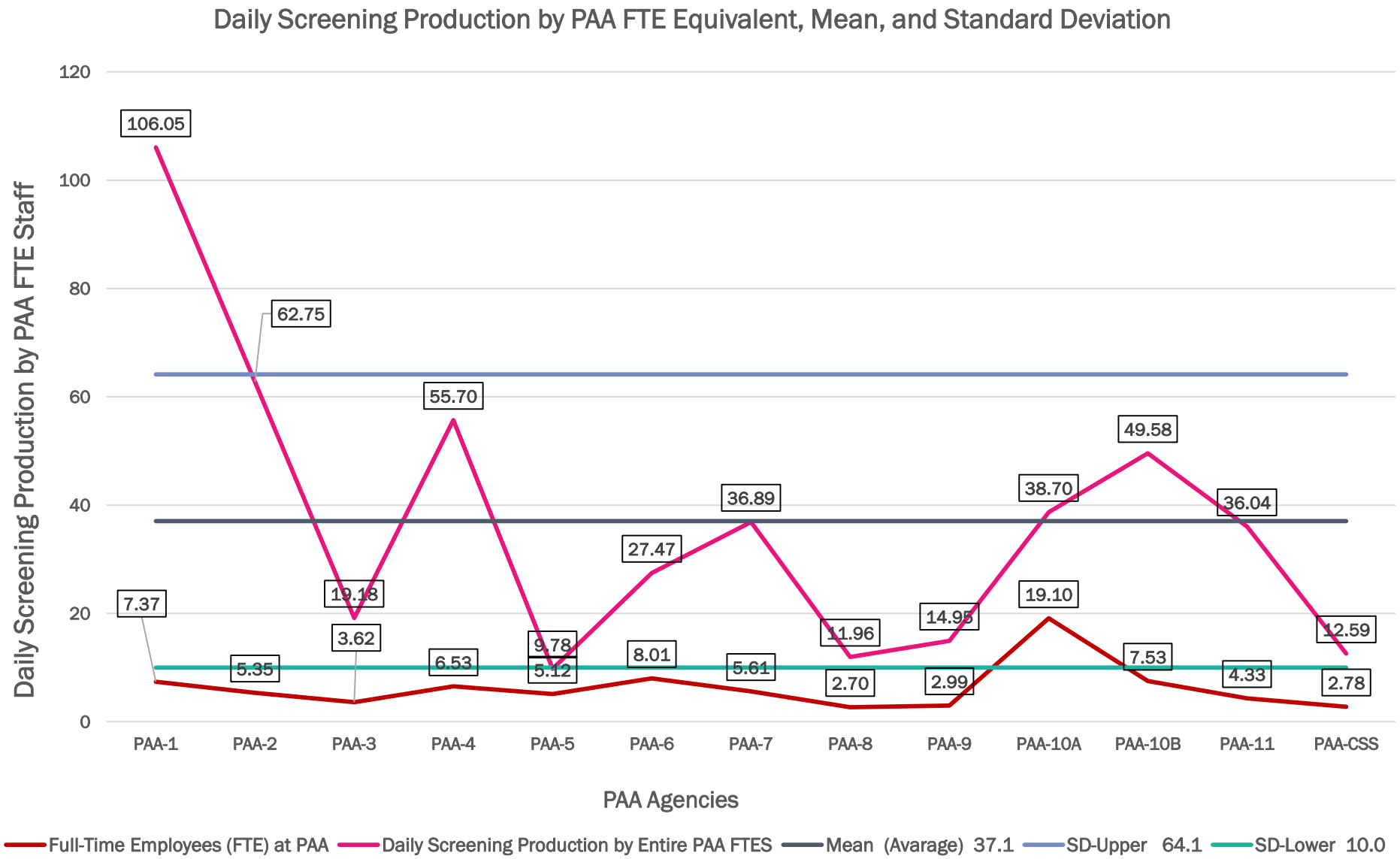
AGENCY STAFF BREAKDOWN 2016

AAA/PAA	Total Agency Staff 2016	2016 # of Screening & Assessment Staff	2016 # of Case Management Staff	2016 # of Provider Network Staff
AAA/PAA-1	332	28	17	8
AAA/PAA-2	115	22	17	2
AAA/PAA-3	73	11	20	3
AAA/PAA-4	154	28	24	4
AAA/PAA-5	124	10	39	5
AAA/PAA-6	253	27	51	10
AAA/PAA-7	172	22.5	85.5	4
AAA/PAA-8	61	9	21	1.5
AAA/PAA-9	96	11	35	5
AAA/PAA-10A	298	68	39	8
AAA/PAA-10B	201	31.5	28	4
AAA/PAA-11	102	16	15	10
PAA-CSS	34.5	10	18	1.5
TOTAL	2015.5	294	409.5	66

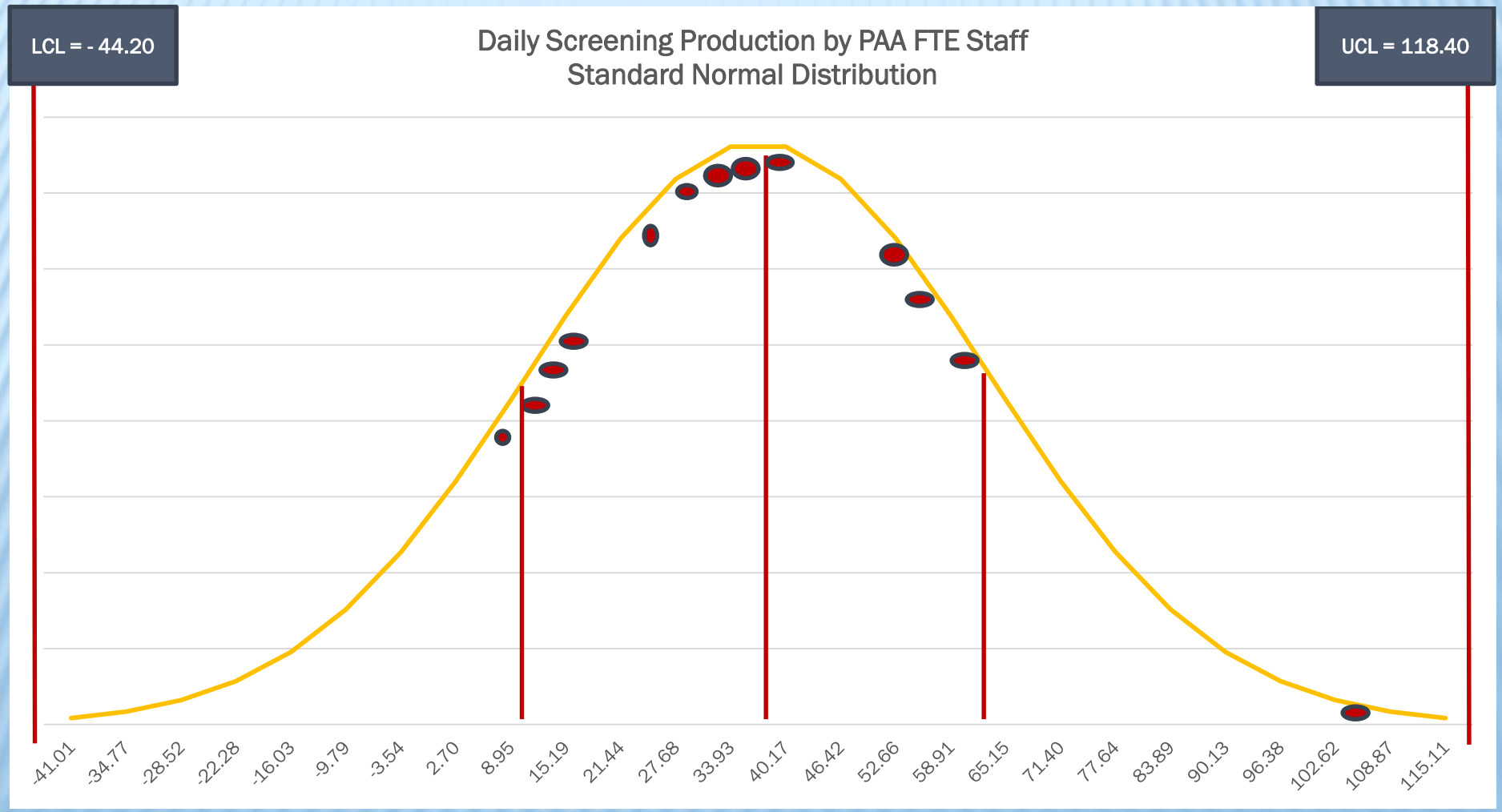
SCREENING/ ASSESSMENT STAFFING



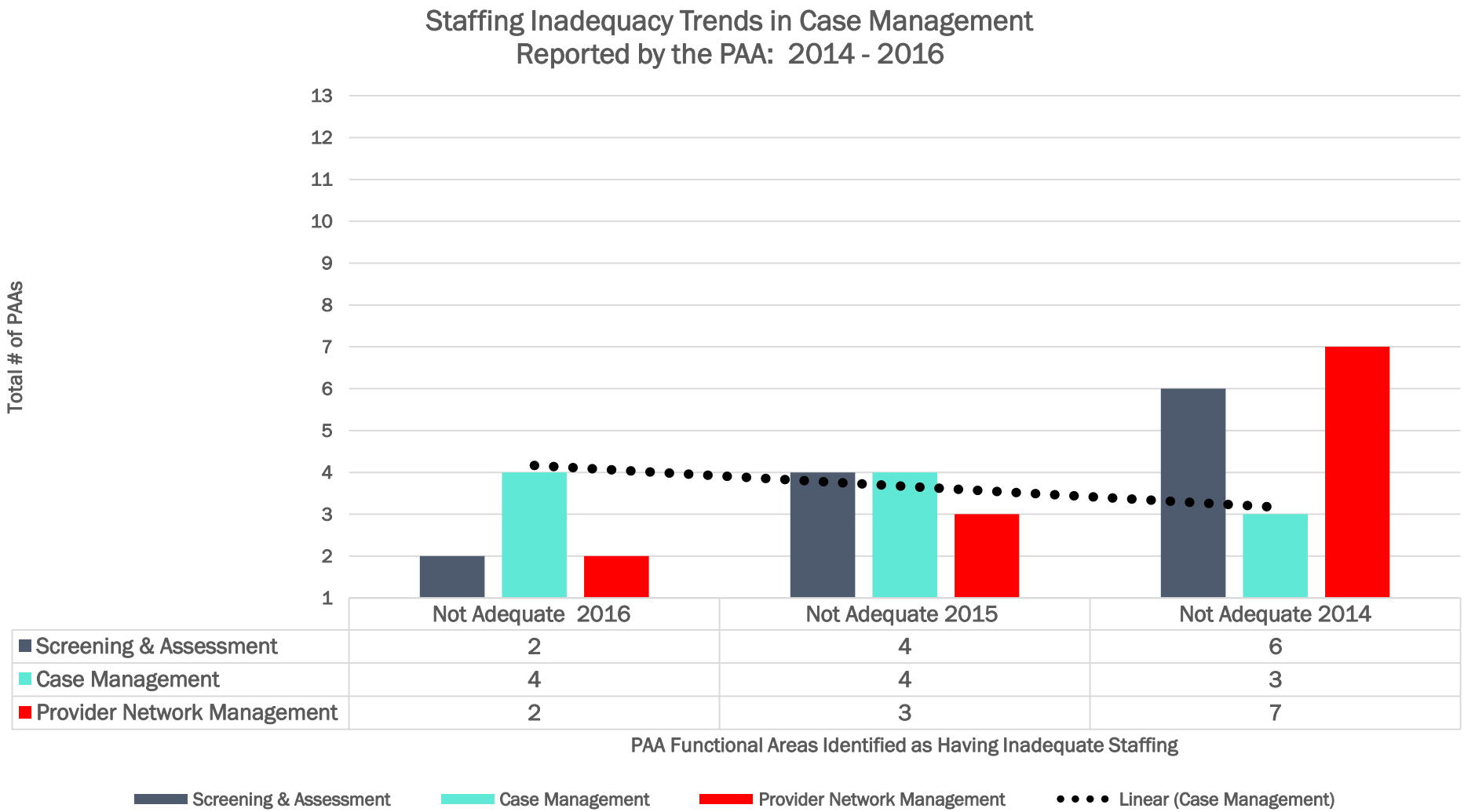
SCREENING CONTROL CHART



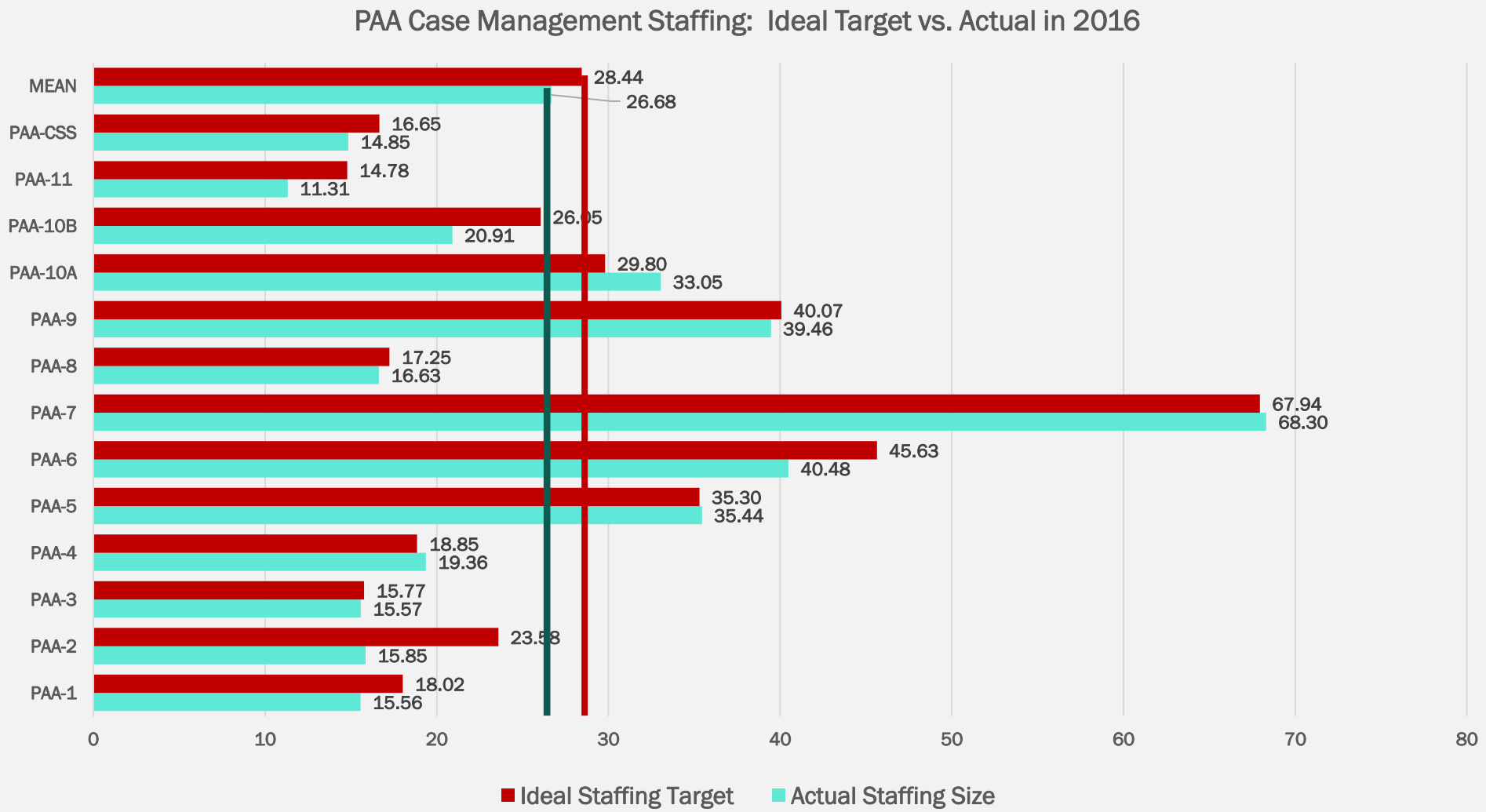
SCREENING BELL CURVE



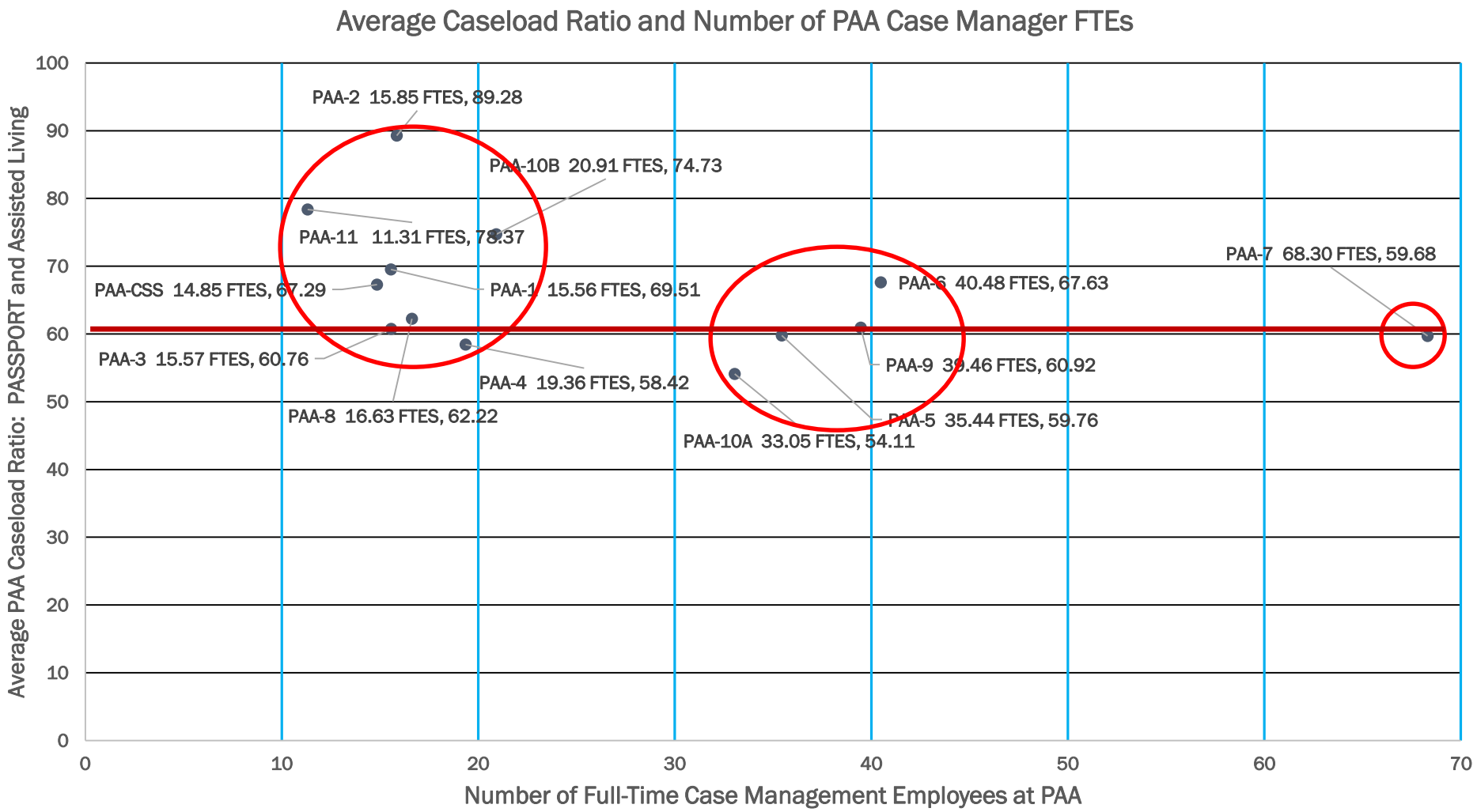
CASE MANAGEMENT STAFFING



CASE MANAGEMENT – CASELOAD RATIOS



BASELINE DATA – CASE MANAGEMENT



DMAIC OVERVIEW

DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
Deliverables				
Define problem	Measure problem	Root Causes	Implement Solutions	Maintain Goals
• PAAs assert Inadequate staffing; and • ODA unsure if staffing is really the problem	• Assess data sources • Review of ODA processes • Review of PAA expectations • Review monitoring data • Consultation with other ODA Divisions	• Review monitoring data • Identify sources • Verify • Discuss internally and externally	• Collect and develop ratios for outputs (x's) in relation to staff. • Ensure operational definitions are clear. • Revise data collection mechanism (regularly vs. annually)	• Control Plan • Timeline for implementation • Process to ensure review and evaluation of results, including communication to PAAs regularly.
Tools Used				
• VOC • CTQ • Charter • Resources • Data Collection • SIPOC	• Data Collection • Control charts • Graphical Displays	• Fishbone • Review data secured • Statistical analysis	• Poke Yoke • Optimal settings • Use Takt tool • Implementation plan • Change Management	• Control Plans • Capability analysis • Control Charts

WHAT DID WE LEARN?

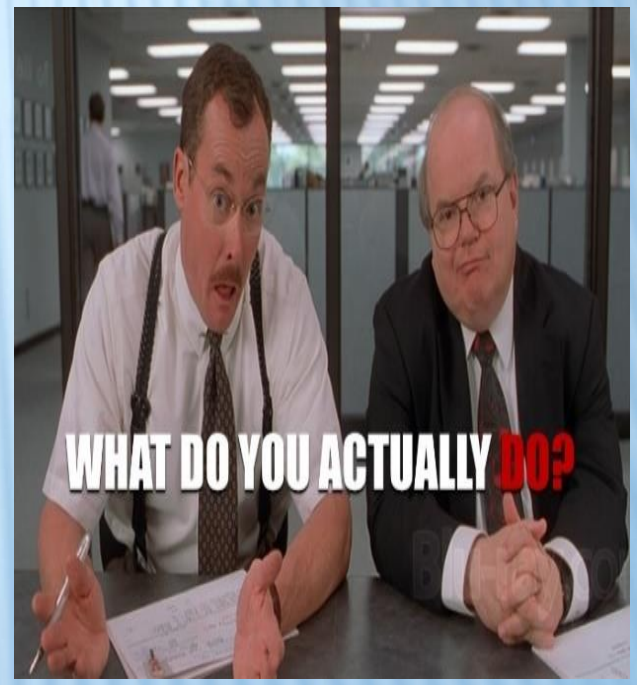
<u>What we do know</u>:

- Agency staffing via annual monitoring.
- FTE work charged to various functions monthly.
- Production that is occurring (numbers of outputs processed/ produced).
- What is happening, <u>but not why.</u>

WHAT DID WE LEARN?

What we do not know:

- Some unknown variables such as average time it takes to perform functions.
  - *What is average time to perform functions?*
  - *Are functions being performed consistently?*
  - *Are functions discrete or are other work functions being performed?*
  - *Are outputs being recorded correctly?*
  - *Is work performed efficiently and effectively?*



WHAT DID WE LEARN? CURRENT ISSUES

What do we need to do:

- Reduce unknown variables
- Clarify operational standards and definitions
- Collect Data Systematically and Regularly
- Analyze Information Frequently
- Discuss Opportunities for Improvement with PAAs Frequently
- Control Process Issues
- Opportunities for increased oversight
- Contingency Plans in place when staffing is not optimal

IMPLEMENTATION PLAN IMPROVEMENT STRATEGY

Task	Who	When	Status
INTERNAL BRIEFING	DIVISION FOR COMMUNITY LIVING FISCAL DIVISION EXECUTIVE STAFF	July 2017	Pending
BRIEF PAAs	PCD AND FISCAL	August 2017	Pending
DATA COLLECTION FORM **(Poke Yoke)**	PCD Monitoring	January 2018	In development July-November, 2017
INTERNAL REVIEW PROCESS	PCD MONITORING AND FISCAL DIVISIONS	January 2018	In development July-November, 2017
CLARIFY OPERATIONAL DEFINITIONS	DIVISION FOR COMMUNITY LIVING	OCTOBER 2017	Pending. Changes occurring in screening process.

IMPLEMENTATION PLAN

- STEP I STAFFING OVERVIEW

- TO-BE STATE: COMPREHENSIVE SNAPSHOT

TOTAL NUMBER OF EMPLOYEES IN SCREENING PREVIOUS MONTH	TOTAL NUMBER FULL-TIME STAFF	TOTAL NUMBER OF PART-TIME STAFF	TOTAL NUMBER OF SUPERVISORS	INTERMITENT/ CONTRACT STAFF	SUPERVISOR/ STAFF RATIO	TOTAL FTE EQUIVALENT CHARGED TO SCREENING PREVIOUS MONTH	DIFFERENCE	REASONS FOR DIFFERENCE
10	7	1	1	1	1/5	7.37	**2.63**	

IMPLEMENTATION PLAN

- STEP II STAFFING WIDGET DATA

- TO-BE STATE: WIDGETS PERFORMED PER FTE EQUIVALENT

TOTAL FTE EQUIVALENT CHARGED TO SCREENING PREVIOUS MONTH	# OF SCREENS PERFORMED PREVIOUS MONTH (VIA PAA MONTHLY ACTIVITY REPORT)	RATIO WIDGETS TO STAFF
7.37	1500	**49 PER FTE EQUIVALENT**

IMPLEMENTATION PLAN

- STEP II STAFFING WIDGET DATA
- TO-BE STATE: WIDGETS PERFORMED PER FTE EQUIVALENT

TOTAL FTE EQUIVALENT CHARGED TO SCREENING PREVIOUS MONTH	PASSPORT ENDING CASELOAD (PREVIOUS MONTH – VIA PAA MONTHLY ACTIVITY REPORT)	PASSPORT 1:60 RATIO	ASSISTED LIVING ENDING CASELOAD (PREVIOUS MONTH – VIA PAA MONTHLY ACTIVITY REPORT)	ASSISTED LIVING 1:60 RATIO	FTE TARGET (DIFFERENCE COLUMN A – COLUMN E)
15.56	840	14	240	4	2.44

IMPLEMENTATION PLAN

- STEP III STAFFING CALCULATOR (TAKT TIME)

- TO-BE STATE: WIDGETS PERFORMED PER FTE EQUIVALENT

TOTAL FTE EQUIVALENT CHARGED TO SCREENING PREVIOUS MONTH	# OF SCREENS PERFORMED PREVIOUS MONTH (VIA PAA MONTHLY ACTIVITY REPORT)	AVERAGE TIMEFRAME PERFORMED PER SCREEN IN MINUTES	NUMBER OF WORKDAYS INCLUDED IN PREVIOUS MONTH	TOTAL AVERAGE HOURS SPENT ON SCREENING PER FTE EQUIVALENT PER DAY	TOTAL minutes spent on Screen per month per Agency	MINUTES WORK IN A MONTH ON SCREENS PER FTE EQUIVALENT	TOTAL NUMBER OF FTE EQUIVALENTS NEEDED TO COMPLETE SCREENING WORKLOAD
7.37	1500	30	22	6	45000	7920	5.68

IMPLEMENTATION PLAN

- STEP IV FUNCTIONAL AREA TURNOVER RATE

- TO-BE STATE: TURNOVER RATE

TOTAL # OF EMPLOYEES IN SCREENING FUNCTIONAL AREA (FROM COLUMN A) FROM PREVIOUS MONTH	TOTAL # OF EMPLOYEES WHO LEFT SCREENING FUNCTIONAL AREA IN PREVIOUS MONTH	MONTHLY TURNOVER RATE (PERCENTAGE)
		TOTAL WHO LEFT / TOTAL IN FUNCTIONAL AREA*100 = %
10	2	20%

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PROJECT METRICS

Measure	Screening	PAR	Assessment	Case Management
Waste				
Redirected Hours	**PROPOSED 43,680 ANNUALLY**			
Cost Avoidance				**TOTAL OF 29 FTES NEEDED TO AVOID POTENTIAL ERRORS IN CASE MANAGEMENT FUNCTIONS. 1,740 CONSUMERS IMPACTED**
Cost Savings	**POTENTIAL OF > ~$735,000 ANNUALLY**			
Measure	**Before**	**After**	**Difference**	
[Process Steps]	**BEFORE (AS-IS) - SILOED PROCESSES AMONG 3 DIVISIONS** **AFTER (TO-BE) - MONTHLY FTE & WIDGET DATA COLLECTION AMONG 2 DIVISIONS** **DIFFERENCE - MONTHLY, REGULAR, SYSTEMATIC COLLECTION, COORDINATION, & REVIEW OF INFORMATION**			
[Handoffs]				
[Decisions]	**REAL-TIME BUDGET (SPENDING), STAFFING, AND WIDGET DATA**			
[Waste Points]	**ALIGNMENT OF SPENDING DATA ACCORDING TO STAFFING AND WIDGET DATA.**			
[Backlog Reduction]				**MORE CM's = < BACKLOGS.**

PROJECT BENEFITS - INTANGIBLE

- The “voices” are listened to.
- These actions foster a continuous approach to: oversight; compliance; quality; and program performance.
- Monitoring should not be static.

LESSONS LEARNED

- Jumping to conclusions can be a bad exercise.
- Let the Data take you there.
- You cannot boil the ocean.
- Shift Happens

QUESTIONS/COMMENTS