Green Belt Six Sigma Project Report Out

Kameelah Guthridge

Ohio Bureau of Workers' Compensation (BWC)

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U3 AND U3S PROCESS IMPROVEMENT

G
U3 Project
Ohio
Bureau of Workers' Compensation

U3 PROCESSING TEAM

BWC

- Kameelah Guthridge, Green Belt Candidate
- Margaret Reynolds, Green Belt Mentor
- Scottie Powell, Lean Liaison
- Rex Blateri, Project Sponsor
- Kay Spicer, Policy Processing Manager

John Best, Underwriting Consultant Supervisor

Nicole Harris, Account Examiner 2 Supervisor

Frances Dixon, Account Examiner 2

Miranda Breedlove, Account Examiner 2

BACKGROUND- SCOPE

- In order to have workers' compensation coverage in Ohio, employers must obtain a policy from Ohio BWC.

- Employers are unaware of their premium responsibility for 30-45 days after policy initiation.

- Scope:

First Step: Receive Application

Last Step: Customer is notified of payment

PROJECT GOALS

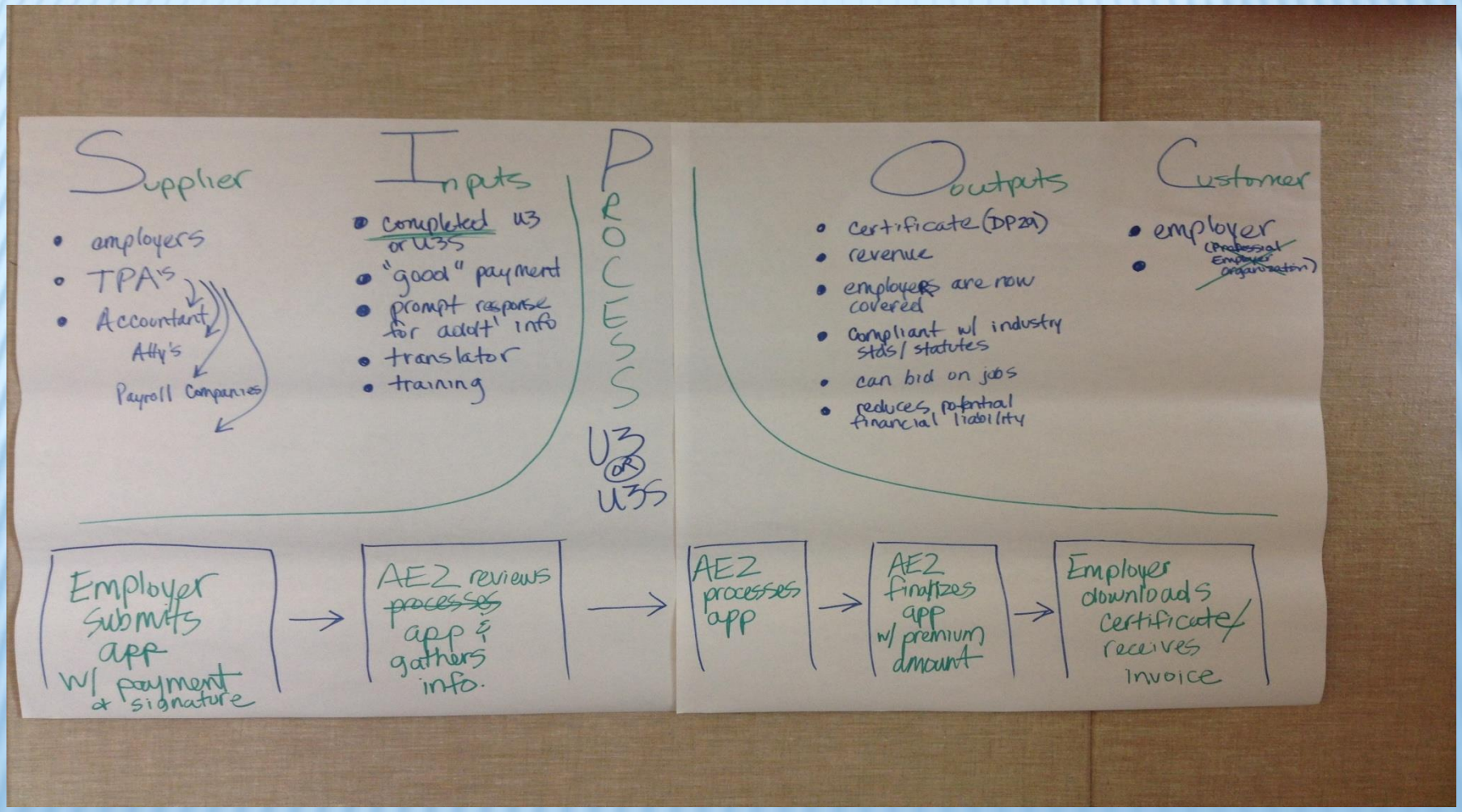
Goals:

- Simplify the U3 and U3s process
- Reduce lag time
- Reduce phone calls

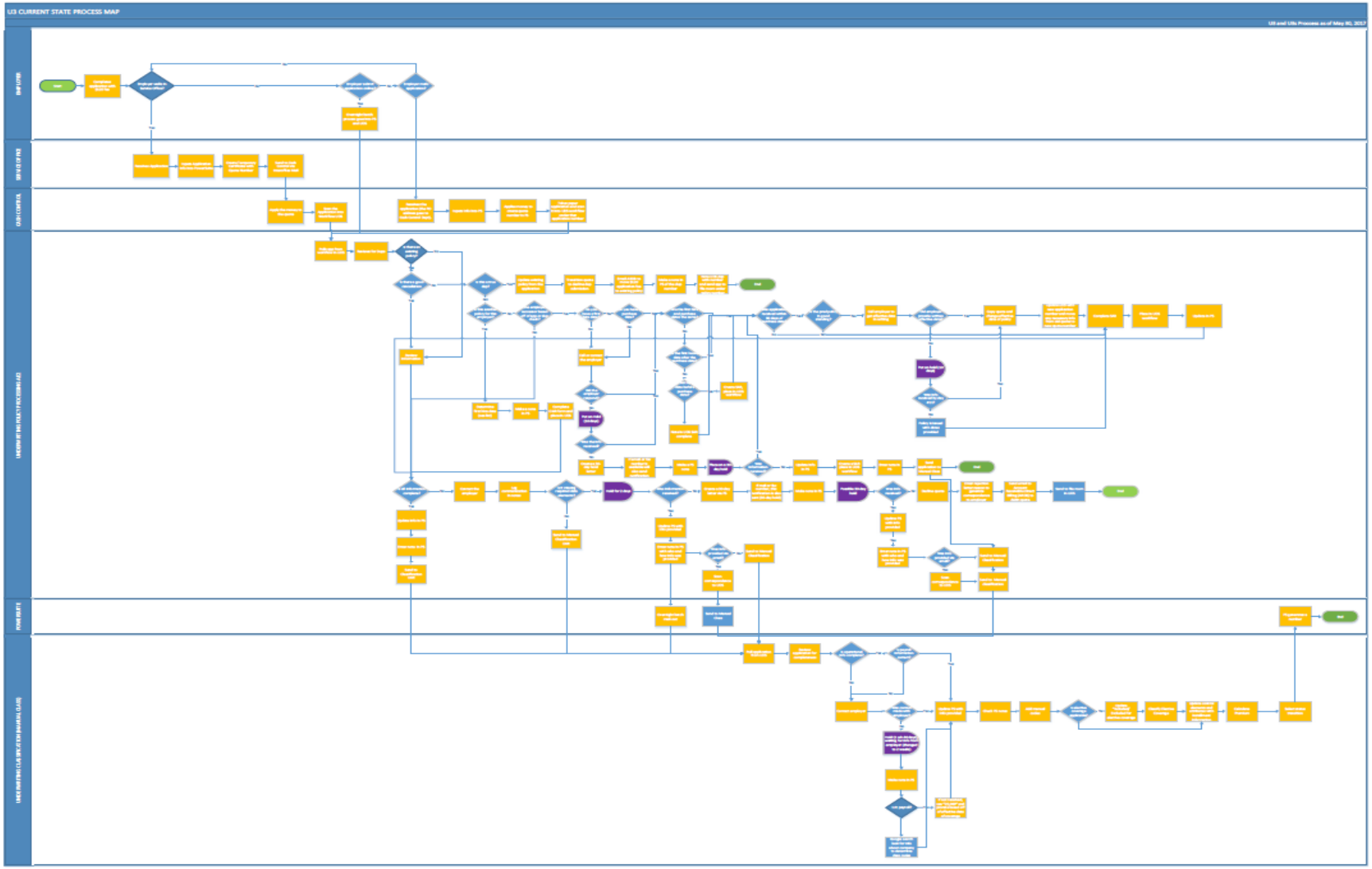
Benefits:

- Employer will know financial responsibility sooner

HIGH LEVEL PROCESS - SIPOC



DETAILED PROCESS MAP (CURRENT STATE)



BASELINE DATA

What I learned from process mapping:

- Data not robust
- Varied process lead time
  - 13-20 minutes - 62 days

Problems in process, there were too many:

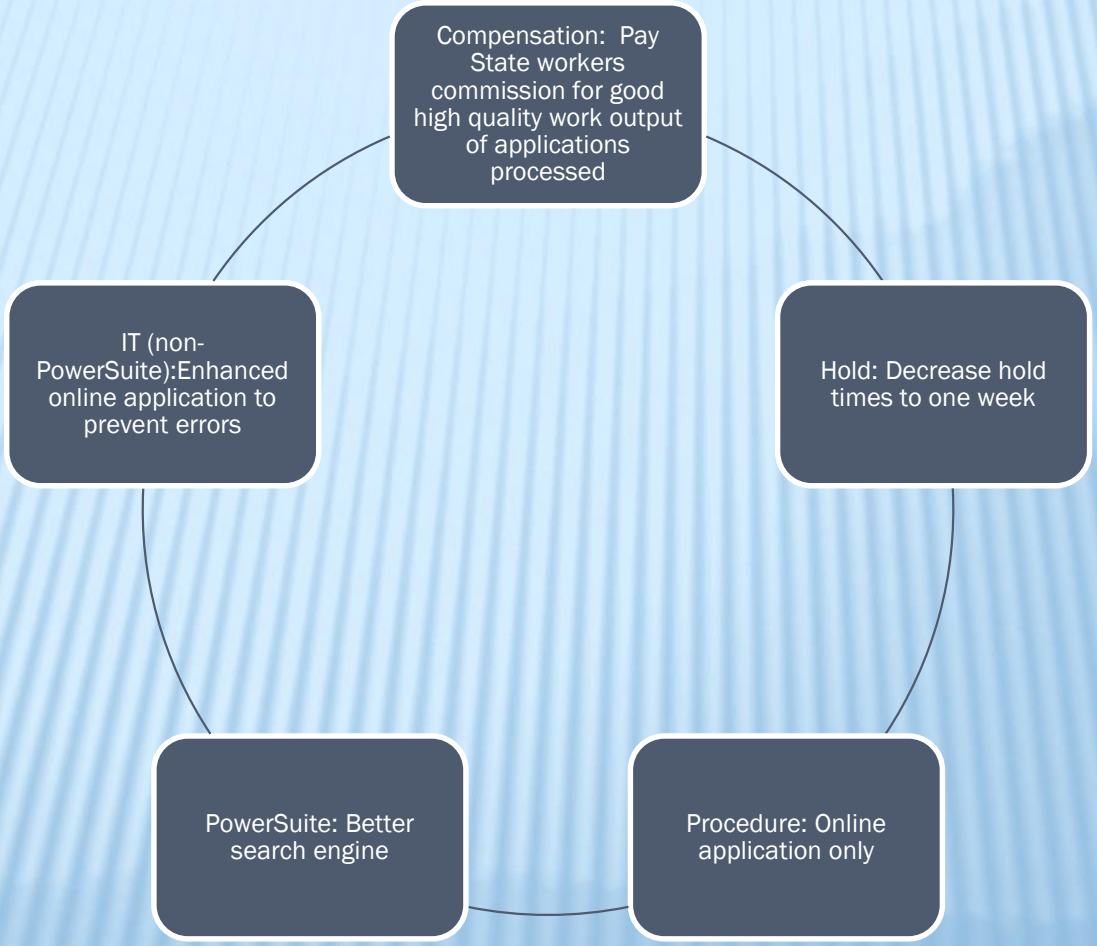
Metrics	Current State
Process Steps	80
Decision Points	31
Handoffs	11
Delays	6 (up to 112 days)

VALUE ADDED AND TIM U WOOD

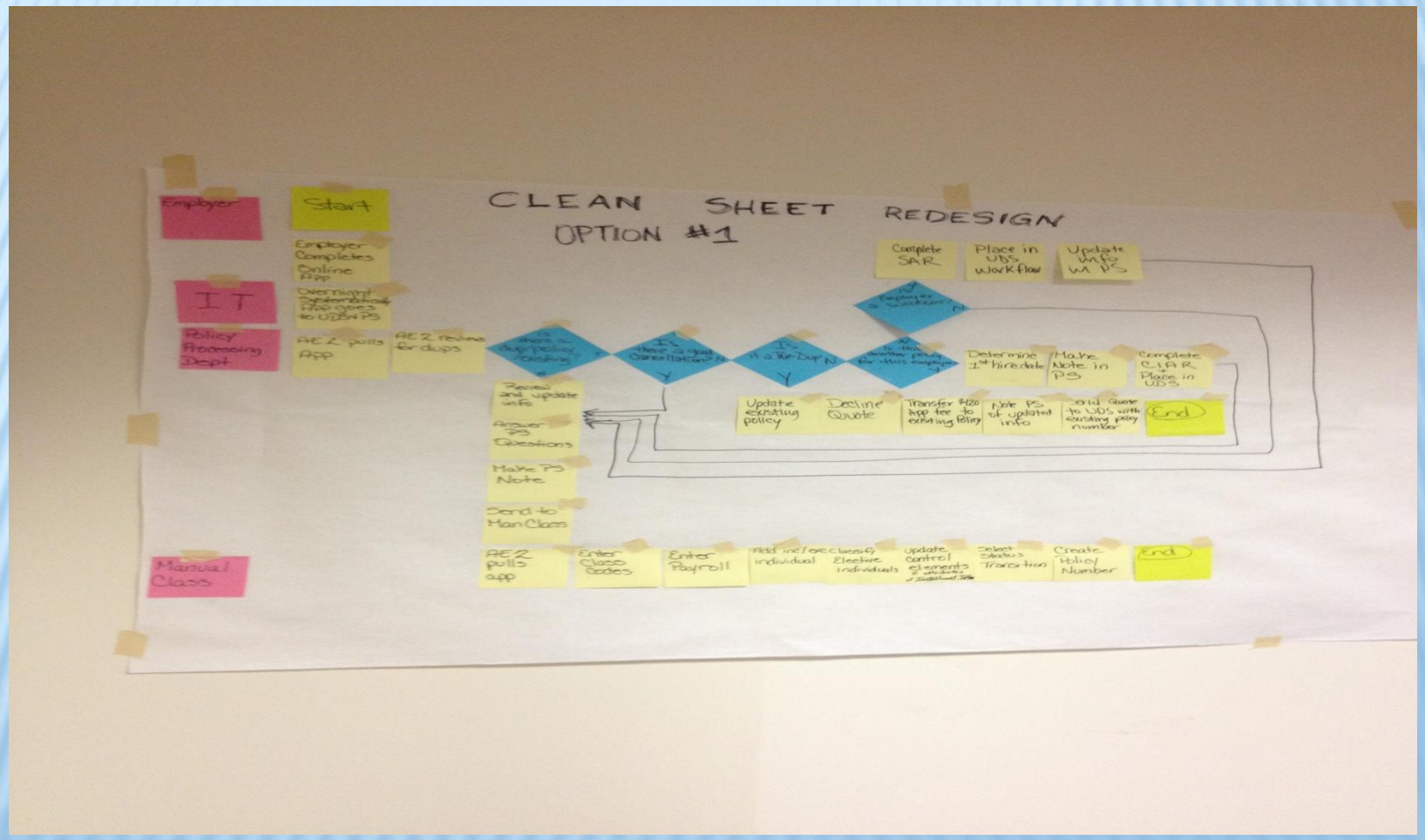
- Identified Value (VA, NVA, VAN)
- TIM U WOOD

Waste	**Transportation: 9 steps**
	Motion: 1 step
	Waiting: 7 steps
	Over-processing: 1 step
	Defects: 9 steps

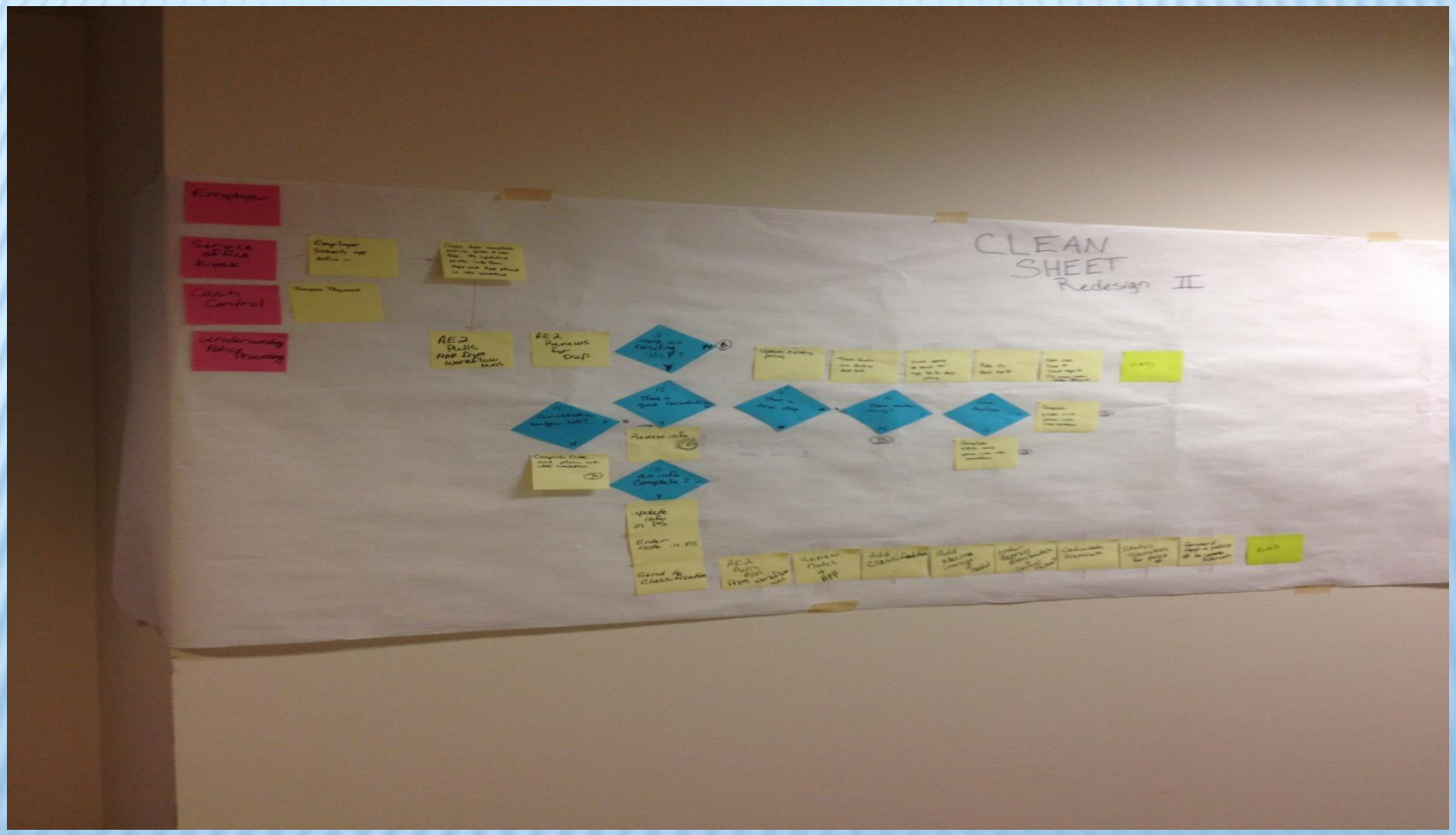
BRAINSTORMED IDEAS



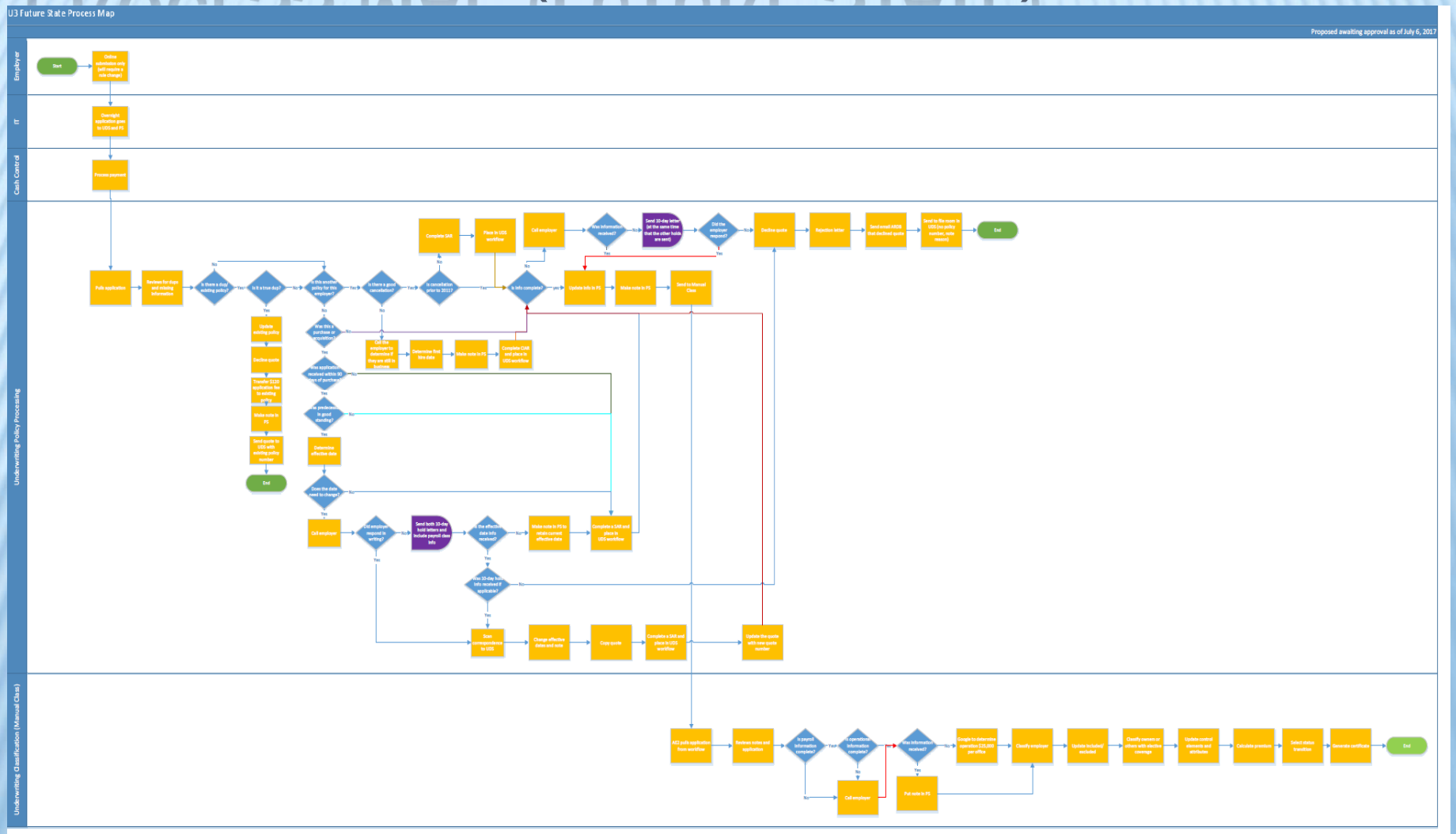
CLEAN SHEET REDESIGN: OPTION 1



CLEAN SHEET REDESIGN: OPTION 2



PROCESS MAP (FUTURE STATE)



PROJECT METRICS

Measure	Result		
Waste	Removed from the process		
Measure	Before	After	Difference
Process Steps	80	45	44%
Handoffs	31	18	42%
Decisions	11	3	73%
Delays (# of delays)	6	2	67%
Delays (maximum # of days)	112	10	91%

Due to the lack of data, I was unable to project cost savings, cycle time and redirected work hours; however, I plan to capture that data as a part of my Black Belt project.

PROJECT BENEFITS - INTANGIBLE

- Reduction of delays will assist BWC staff with expediting policy information to customers, which will lead to increased customer satisfaction.

IMPROVEMENT SUMMARY

Current Key Issues

- Lack of understanding of what occurs after application is received until employer receives premium notice
- Employer unaware of premium responsibility for 30-45 days after policy initiation
- Too many phone calls regarding policy initiation

How We Improved

- Mapped process, removed waste and some non-value added activities
- Reduced the amount of steps and delays in the process
- Reduced delays and revising a letter to inform employer of outstanding information that contributes to delays

IMPLEMENTATION PLAN

Task	Who	When	Status
Training Plan	Kay and Nicole	August 30	In process
Online Application New Requirements	Nicole	September 15 (proposal)	In process
OAC Rule Proposal	Rex	October 1	
Draft New 10-day Hold Letter	Kay	September 1	In process
Clear Backlog			

LEANOhio

AS A RESULT

- Employers will receive information regarding their premium sooner due to a reduction on the following:
  - Process Steps
  - Decision Points
  - Handoffs
  - Delays

SPECIAL *THANKS* TO…

Senior Leadership: Sarah Morrison

Lean Liaison: Scottie Powell (Rock star!)

Green Belt Mentor: Margaret Reynolds (Rock star!)

Sponsor: Ron/Suttles and Rex Blateri

Team Leader: Kay Spicer

Subject Matter Experts

John Best

Nicole Harris

Frances Dixon

Miranda Breedlove

QUESTIONS/COMMENTS