



State Medical Board of
Ohio

Green Belt Six Sigma
Project Report Out

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State Medical Board of Ohio

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STREAMLINE EXPEDITED APPLICATIONS FOR PHYSICIAN LICENSURE

STATE MEDICAL BOARD OF OHIO

Mission:

To protect and enhance the health and safety of the public through effective medical regulation.

Goals:

- Ensure persons practicing medicine meet sufficient standards of education, training, competence and ethics.
- Define and advocate for standards of safe medical practice.
- Rehabilitate, when possible, person who are impaired or who practice medicine unethically or below minimal standards of care and prohibit persons who have not been rehabilitated from practicing medicine.
- Prohibit persons from practicing medicine whose violations are so egregious as to forfeit the privilege or who otherwise lack the legal authority.
- Provide information about the licensees of the Medical Board, the Board's functions and operations, and the laws governing the practice of medicine.
- Achieve and maintain the highest possible levels of organizational efficacy.

EXPEDITED ROUTE TO LICENSURE

MD & DO APPLICANTS

Driven by the voice of the customer (VOC), this route to licensure is a response to meet demand for a fast, efficient, simple way for hospital systems to meet an immediate, time-sensitive need and seasoned, highly credentialed applicants who meet strict eligibility criteria quickly obtain licensure.

Board Staff have met with at least 13 different hospital systems so far in 2017 (with more planned), including credential offices, GME offices, Program Managers and Trainees, engaging health care professionals on how we can best be a 'bridge' and not a 'barrier' to licensure, partnering toward good doctors practicing in Ohio. The expedited route has always been and continues to be of great interest to these professionals.

EXPEDITED ROUTE TO LICENSURE

MD & DO APPLICANTS

Expedited route to licensure is a concierge service for eligible MD & DO applicants. This enhanced, personalized service is provided by designated licensure staff and provides key application support, partnering with the applicant through the process toward a full medical license in Ohio.

For those eligible allopathic and osteopathic physicians seeking licensure in Ohio, this application option saves valuable time and offers convenience.

By choosing the expedited route, a designated staffer will provide key support services driving the application toward completion, such as obtaining the following items for you: Federation of State Medical Board Disciplinary Report; AMA/AOA Physician Profile; National Practitioner Data Bank (NPDB) Report; License Verifications.

EXPEDITED ROUTE TO LICENSURE

MD & DO APPLICANTS

Why Choose Expedited Licensing?

- Overnighted fingerprint cards to all out-of-state applicants who are unable to obtain electronic fingerprints in Ohio.
- Submission of a Federation Credentials Verification Service (FCVS) packet is not required, provided the applicant holds an ABMS/AOA specialty board certification.
- Staff will obtain the necessary reports on your behalf, whereas traditional licenses require a separate FCVS which cost the licensee an additional \$400.
- Expedited applications are also considered and conditionally approved by the Board on a weekly basis instead of monthly.
- Applicant can pay online via credit card versus mailing a check or money order with a paper application.

The cost for the expedited route concierge service is \$1,000. The expedited licenses were issued about twice as fast as standard-route licenses in 2016.

Not all applicants will be eligible to apply for an expedited license as there are strict eligibility requirements. To view these requirements, or to start your expedited license application, visit med.ohio.gov.

PROBLEM/OPPORTUNITY STATEMENT

Test the hypothesis that the current state of expedited initial physician (MD & DO) applications for licensure can be improved as we transition from a paper-based to electronic application process.

Identify unnecessary **steps/items** to streamline the full-cycle expedited process, ways to reduce step/items and save **time** providing a speedy, **quality** service resulting in more expedited issued licenses.

SCOPE

First Step: Applicant submits Eligibility Review Submission Form (to determine eligibility for expedited option).

Last Step: Licensure Professional issues license; Applicant receives licensure notification and wall certificate.

PROJECT GOALS

Clearly map the full-cycle process...

- Current State
- Future State

Identify unnecessary steps and items...

- Remove
- Reduce

Establish best practices...

- Streamline 'hybrid' paper-to-electronic process
- Serve applicant & internal colleagues

BASELINE DATA/PRODUCTION STATS

Monthly Licensure/Renewal Summary - July 2016

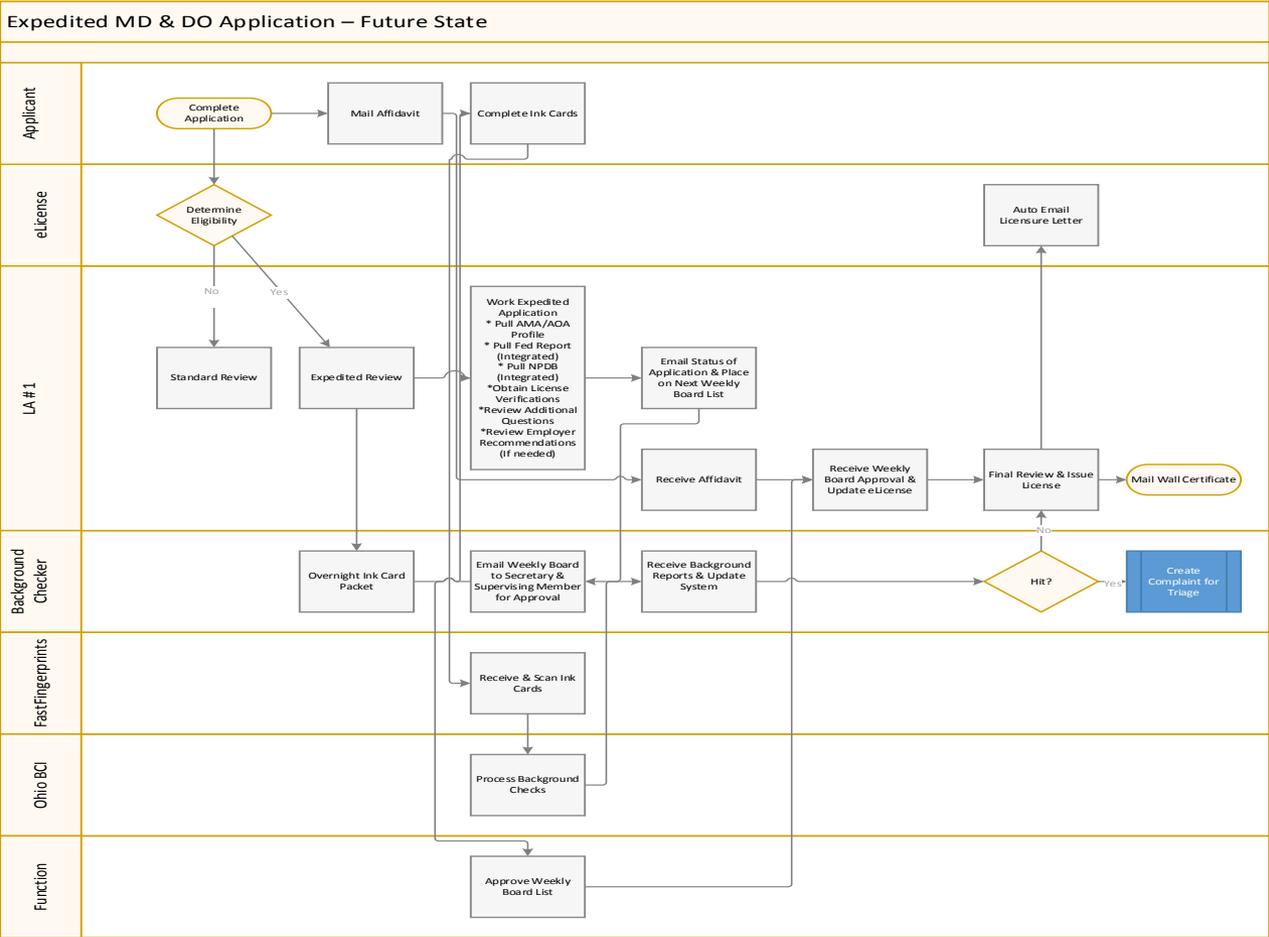
New Licenses (Clear)	Month to Month Comparison			Year to Date Comparison		
	Jul-16	Jul-15	% Change	2016 YTD	2015 YTD	% Change
MD/DO New Licenses Issued	302	211	43%	1,889	1,674	13%
Average Days to Issue	60	60	0%	49	56	-13%
Expedited New Licenses Issued	16	5	220%	124	81	53%
Average Days to Issue	28	34	-18%	28	47	-40%
DPM New Licenses Issued	3	4	-25%	23	20	15%
Average Days to Issue	38	51	-25%	30	49	-39%
Allied New Licenses Issued	76	85	-11%	536	511	5%
Average Days to Issue	44	46	-4%	47	47	0%
TOTAL ISSUED	381	300	27%	2,448	2,205	11%
TOTAL AVERAGE DAYS	57	56	1%	48	54	-10%

PERFORMANCE METRICS – CURRENT & GOAL

Performance Metrics: What measures will tell you if you are successful?

Performance Metrics	Current	Goal	Final	% Change
Initial Physician (MD & DO) Expedited Licenses Issued (Monthly)	16	20		
Average Days to Issue (Monthly)	28	20		
Initial Physician (MD & DO) Expedited Licenses Issued (YTD)	124	124		
Average Days to Issue (YTD)	28	20		
Steps & Items	32	22		

FUTURE STATE PROCESS MAP - ELECTRONIC



UPDATED DATA/PRODUCTION STATS

Monthly Licensure Summary - July 2017

New Licenses (clear)	Month to Month Comparison			Year to Date Comparison		
	July 2017	July 2016	% Change	2017 YTD	2016 YTD	% Change
MD / DO New Licenses Issued	159	302	-47%	1,677	1,889	-11%
	42	60	-30%	34	49	-31%
Expedited New Licenses Issued	23	16	44%	113	124	-9%
Average Days to Issue	22	28	-21%	19	28	-32%
DPM New Licenses Issued	1	3	-67%	24	23	4%
Average Days to Issue	23	38	-39%	17	30	-43%
Allied New Licenses Issued	72	76	-5%	529	536	-1%
Average Days to Issue	38	44	-14%	36	47	-23%
TOTAL ISSUED	255	381	-33%	2,343	2,448	-4%
TOTAL AVERAGE DAYS	39	57	-31%	33	48	-33%

PERFORMANCE METRICS – FINAL

Performance Metrics: What measures will tell you if you are successful?

Performance Metrics	Current	Goal	Final	% Change
Initial Physician (MD & DO) Expedited Licenses Issued (Monthly)	16	20	23	44%
Average Days to Issue (Monthly)	28	20	22	-21%
Initial Physician (MD & DO) Expedited Licenses Issued (YTD)	124	124	113	-9%
Average Days to Issue (YTD)	28	20	19	-32%
Steps & Items	32	22	21	-34%

FAILURE MODE & EFFECTS ANALYSIS (FMEA)

Item	Process Input	Potential Failure Mode	Potential Failure Effect	Severity	Potential Cause	Occurrence	Current Control	Detection	RPN
1	Application Received	Affidavit Not Received	Delay to Issuing License	10	Bad Instructions, Applicant Delay, Mail Service, Internal Misroute	10	Provided on Website, Detailed Instructions	1	100
2	Application Received	Background Checks Not Received or Ready	Delay to Issuing License	10	Bad Instructions, Applicant Delay, Mail Service, 3rd Party Delay, Bad Prints	10	Overnight Complete Packet to Applicant	1	100
3	Eligibility Verified	Incorrect Answers	Delay, Kicked to Standard Route, Further Review	10	Honesty, Misunderstanding, 3rd Party	3	Clear, Strong Instructions & Communication	1	30
4	Final Review Completed	Background Hit	Delay to Issuing License, Kicked to Standard Route	10	Honesty, Misunderstanding	2	None	1	20
5	Final Review Completed	Affidavit Not Notarized	Delay to Issuing License	10	Human Error	2	Diligent Review	1	20
6	Final Review Completed	Quality Assurance Find	Delay to Issuing License, Kicked to Standard Route, Further Review	10	Human Error	1	Diligent Review	1	10

AGGREGATE VALUE FOR EXPEDITED

Average Net Hospital Revenue for 2016 (Annual)	Average Net Hospital Revenue for 2016 (Daily)	Patients Seen Per Day/Employed (Daily)	Physician Mean Wage (Annual)	Physician Mean Wage (Daily)	State Individual Income Tax (Annual)	State Individual Income Tax (Daily)
\$1,560,688	\$4,276	20	\$197,700	\$542	\$7,480	\$20

Average Net Hospital Revenue for 2016 (Annual) – 2016 Physician Inpatient/Outpatient Revenue Survey from Merritt Hawkins, an AMN Healthcare company. Per physician and includes all specialties.

Patients Seen Per Day/Employed (Daily) – A Survey of American Physicians: Practice Patterns and Perspectives, Merritt Hawkins and The Physicians Foundation, September 2014. Includes Primary Care Physicians (PCP’s) defined as Family Practice Physicians, General Internists & Pediatricians.

Physician Mean Wage (Annual) – U.S. Bureau of Labor Statistics Occupational Employment and Wages, May 2015. 29-1069 Physicians and Surgeons. This is a national mean.

State Individual Income Tax (Annual) – Ohio Individual Income Tax Rates: 2005-2016.

AGGREGATE VALUE FOR EXPEDITED

	2016	2015	Change	Days Added	Salary Added	Patients Added	Hospital Revenue Added	State Revenue Added
Regular TOTAL	2,446	2,274	8%	9,784	\$5,299,443	195,680	\$41,834,990	\$200,505
Regular ADI	52	56	-7%	4	\$542	20	\$4,276	\$20
Expedited TOTAL	232	140	66%					
Expedited ADI	29	39	-26%					
Expedited were 23 days faster				5,336	\$12,466	460	\$98,348	\$460
Compared to Normal Licensure				Total For Program in 2016	\$2,892,112	106,720	\$22,816,736	\$106,720
				2016 Add'l Board Revenue	\$154,280			

PROJECT SUMMARY

- The expedited route was definitely improved transitioning from an antiquated, paper-based to electronic application process.
- This hybrid process-technology project success was supported by metrics indicating faster processing overall.
- It will be exciting to continue watching how the expedited route continues to positively impact healthcare, having a multiplier effect on providing this high quality care faster.

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