



Implementing the QR Code

Green Belt Lean Six Sigma Project Report Out
Rebecca Halstead
Opportunities for Ohioans with Disabilities

Background

Problem/Opportunity Statement:

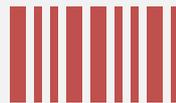
- When records requests are returned to Opportunities for Ohioans with disabilities, the process is time consuming and manual.
- When an OOD Vocational Rehabilitation Counselor/Caseload Assistant requests needed diagnostics, the provider returns the information to the local OOD Office. Local offices would manually process the records and add to our case information system, Aware.
- By introducing the QR code for letters generated in Aware we will be able to reduce the time it takes for requested records to be added to the case record and staff notified

Scope

First:
Requested
information
received at
local office
with a QR
Code

Last:
Requested
information is
reviewed by
VRC for case
progress

Project Goals



Define the process related to adding the QR Code to letters



Identify the time saving related to automating our medical/psychological requests



Implement the QR Code on record request letters sent

Project Benefits – Additional Benefits

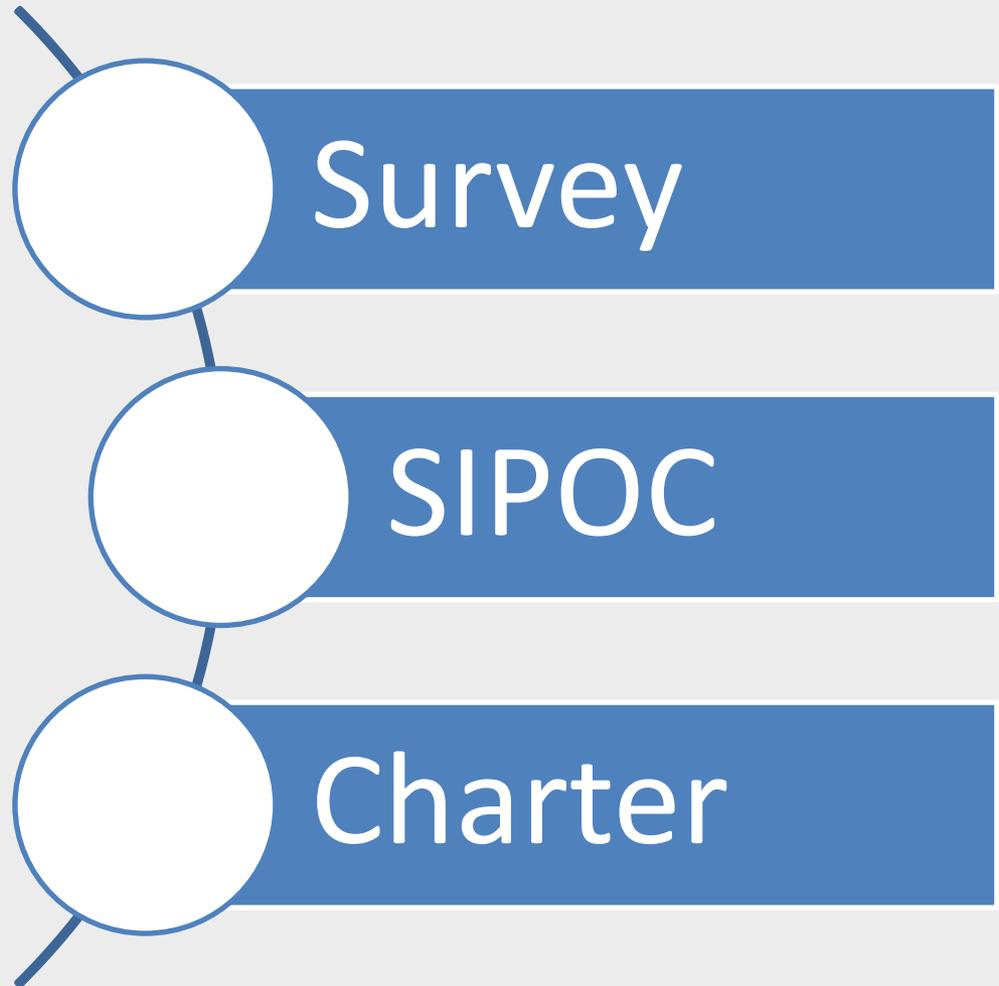


Redirected staff hours
to other job
responsibilities
needed

Team Members

Name	Position	Area
Maria Gipson	API	Southwest Area
Ethan Shafer	VRC	Southwest Area
Crystal Hutzler	VRS	Southwest Area
Shannon Johnson	API	Northeast Area
Carolyn O'Connor	VRS	Northeast Area
Seth Sorg	API	Northwest Area
Merriam Kindle (SME)	VRS	Northwest Area
Sara Brumbaugh	AE2	East Central Area
Cynthia Dyer (SME)	VRS	East Central Area
Christine Strahler	VRC	East Central Area
Arcya Jacobs	AE2	Southeast Area
Jeremy Gildow (SME)	VRS	Southeast Area

Define



Survey

Sent to Staff processing medical records

Asked:

- How many records they process
- Time to process
- Frustration Points

Survey Results



Variety

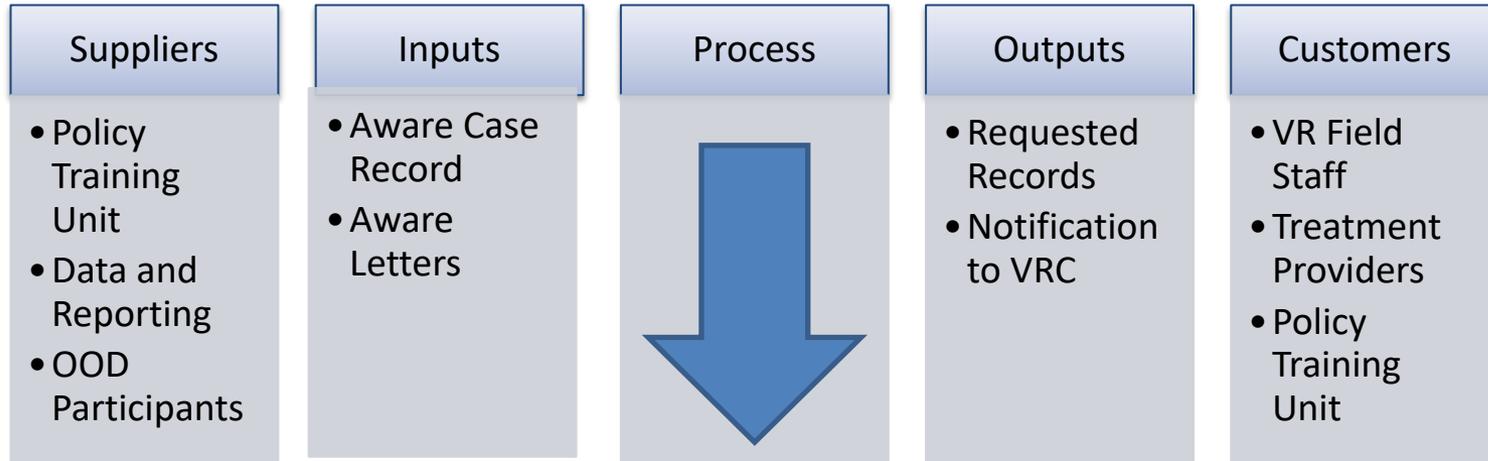
Number of medical records processed
Number of medical records
Time spent



Frustration Points

Unable to attach larger than 10 MB
Renaming the files, adding it to Aware
and emailing a copy to VRC
Manual Process

High Level Process - SIPOC

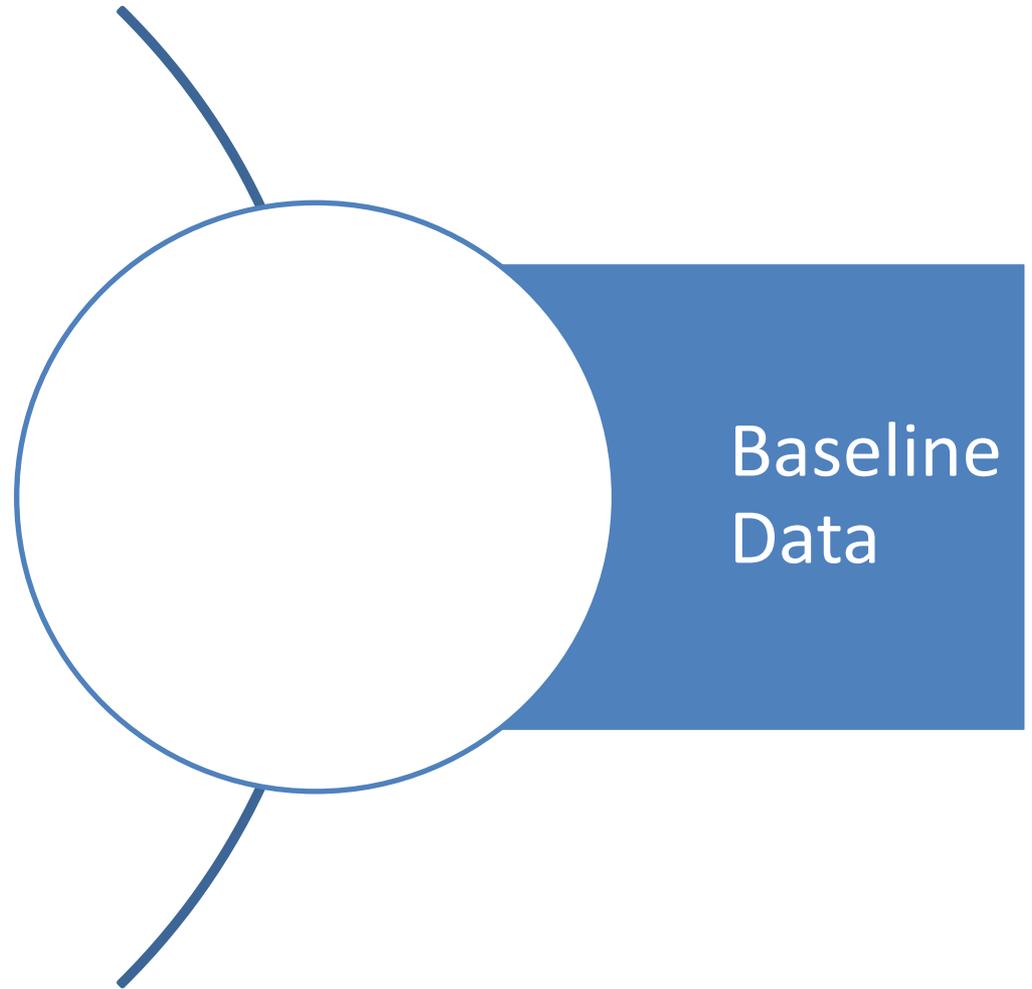


Project Information	
Project Name/Event Title:	AWARE QR Code
Division/Location:	VR
Project Type:	DMAIC
Project Start Date:	3/18/2019
Charter Last Updated:	Click here to enter a date.

Project Details	
What is the process this project is intended to improve?	Streamline and reduce manual process of Aware generated letters sent to treatment providers and applicants needed to facilitate the VR Case Process.
Business Objective <ul style="list-style-type: none"> Why do this project? Does this project relate to a business or customer requirement? What will be the business impact of improving this process? 	<p>Currently our designated Medical Fax Queues are used for medical and psychological records, and school records (referrals for VR Services for Transition are also sent, for this project our focus is on records we have requested on current cases).</p> <p>When requested records are received VR Staff (AP1, AE2, CAs) manually review each fax, save the document, add the record to the Aware Case Record and email the assigned VRC. Based on staff feedback this can take between 5 and 15 minutes.</p> <p>Over a one month time span we received 1,712 faxes sent to our five Medical Fax numbers. The process varies across the state from having a dedicated staff person managing the fax number to staff rotating. Staff assigned to work on the medical fax queues reported they process between 227 and 417 over a week time period.</p> <p>Based on additional feedback from staff the process is time consuming, completely manual, and dependent upon the speed of Aware.</p> <p>By adding a QR Code to letters generated from Aware requested records will be added directly to the case and staff will be notified via email they have a new case note.</p> <p>The QR Code being added to our records request letters in Aware will increase efficiency and reduce staff time on manual processes.</p>
Problem/Opportunity Statement	By introducing the QR code for Aware letters generated we will be able to reduce the time it takes for requested records to be added to the case record and staff notified.
Project Scopes (Define Boundaries)	First step in the process: Requested Information received with a QR Code
	Last step in the process: Requested Information is reviewed by VR Staff.

Charter

Measure



Baseline
Data

Baseline Faxes Received

Medical Area Fax Queue
2/12/2019 to 3/14/2019

East Central	• 306
Northeast	• 305
Northwest	• 448
Southeast	• 321
Southwest	• 332
Total	• 1712

Baseline Data Survey Results

Average # Business
Days for Faxes to be
added to Aware

2.3 days

Average Time spent
weekly processing
medical records
requests (by area)

26 hours

Goals

Reduction in Average #
Business Days for Faxes
to be added to Aware

Current:
2.3

Goal: 1

Reduction in time spent
weekly processing
medical records
requests (by area)

Current:
26 hours

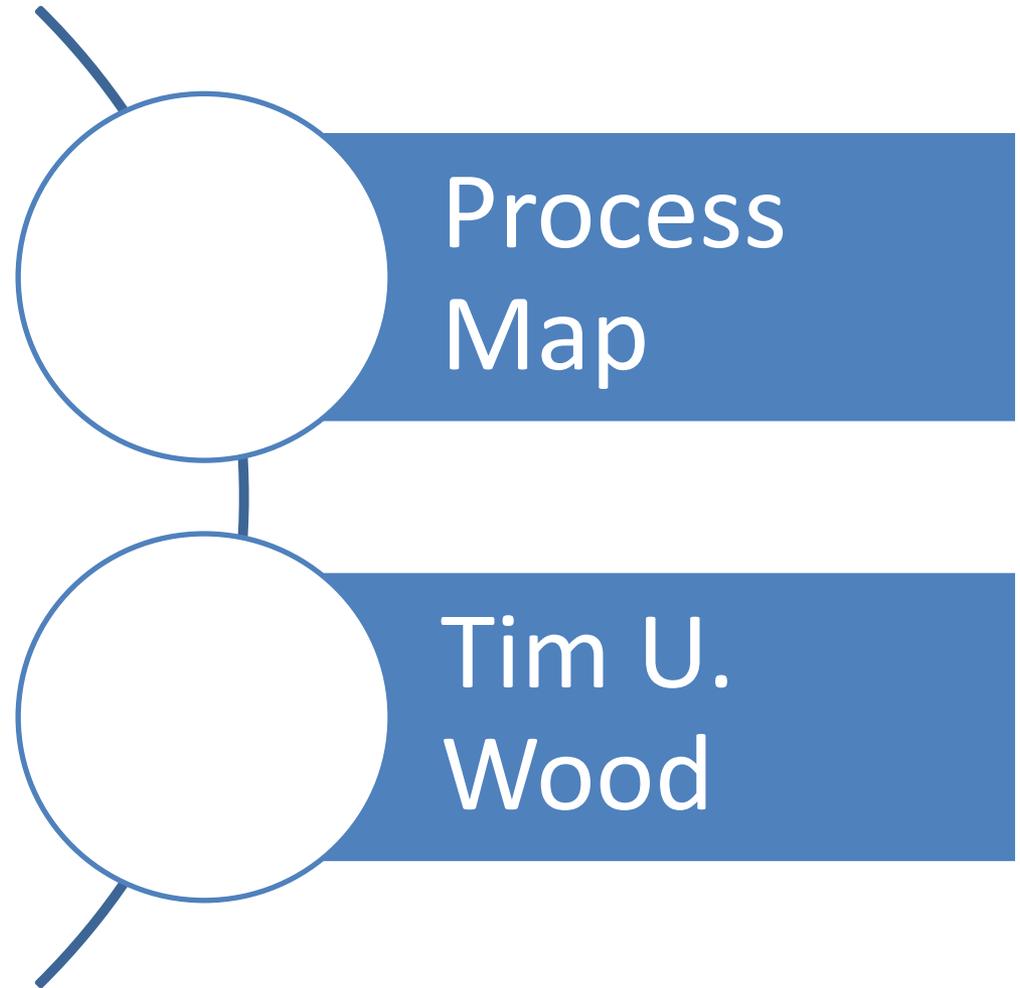
Goal: 3
hours

Records returned with a
QR Code are able to be
processed automatically

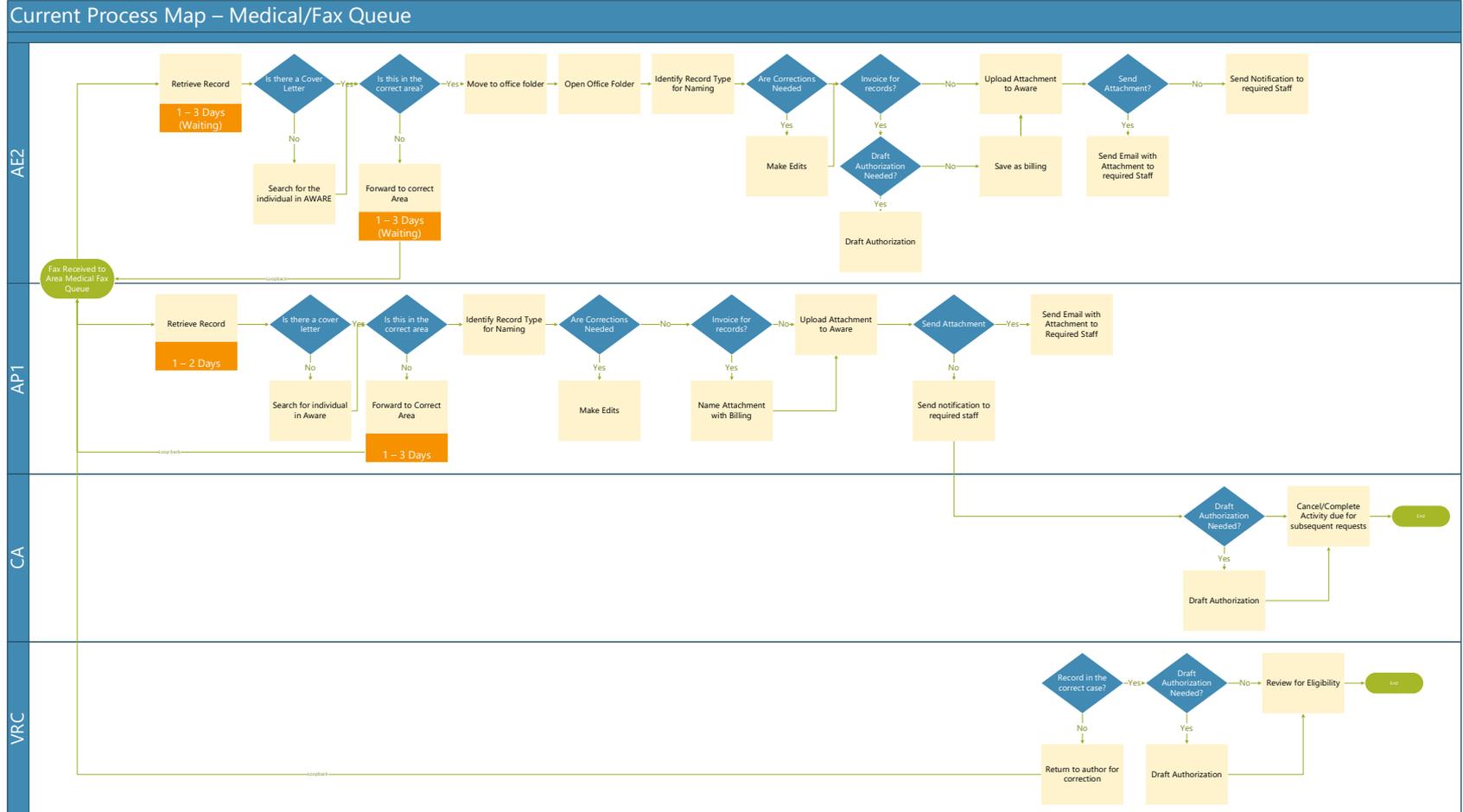
Current:
N/A

Goal: 90%

Analyze



Process Map



Current Process Map

Measure	Current
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Process Steps	26
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Decisions	14
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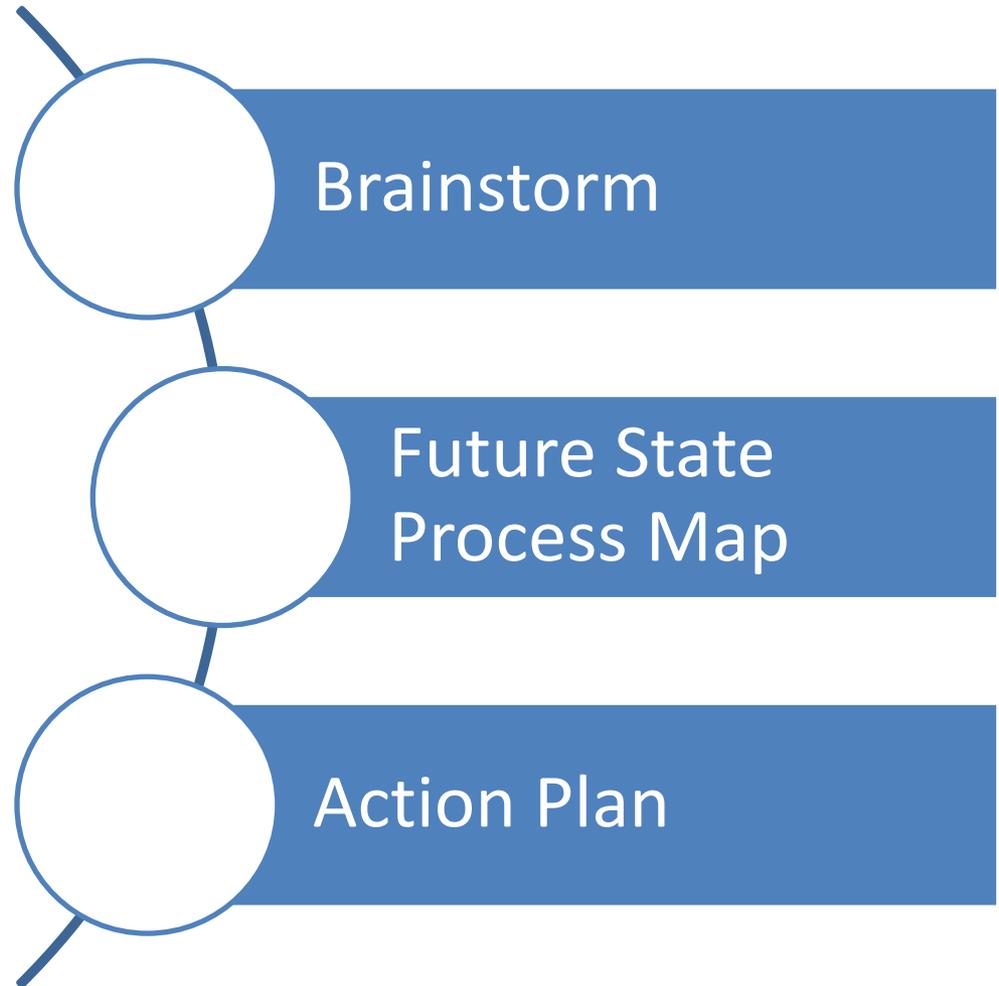
Loop Backs	3
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Other Tools

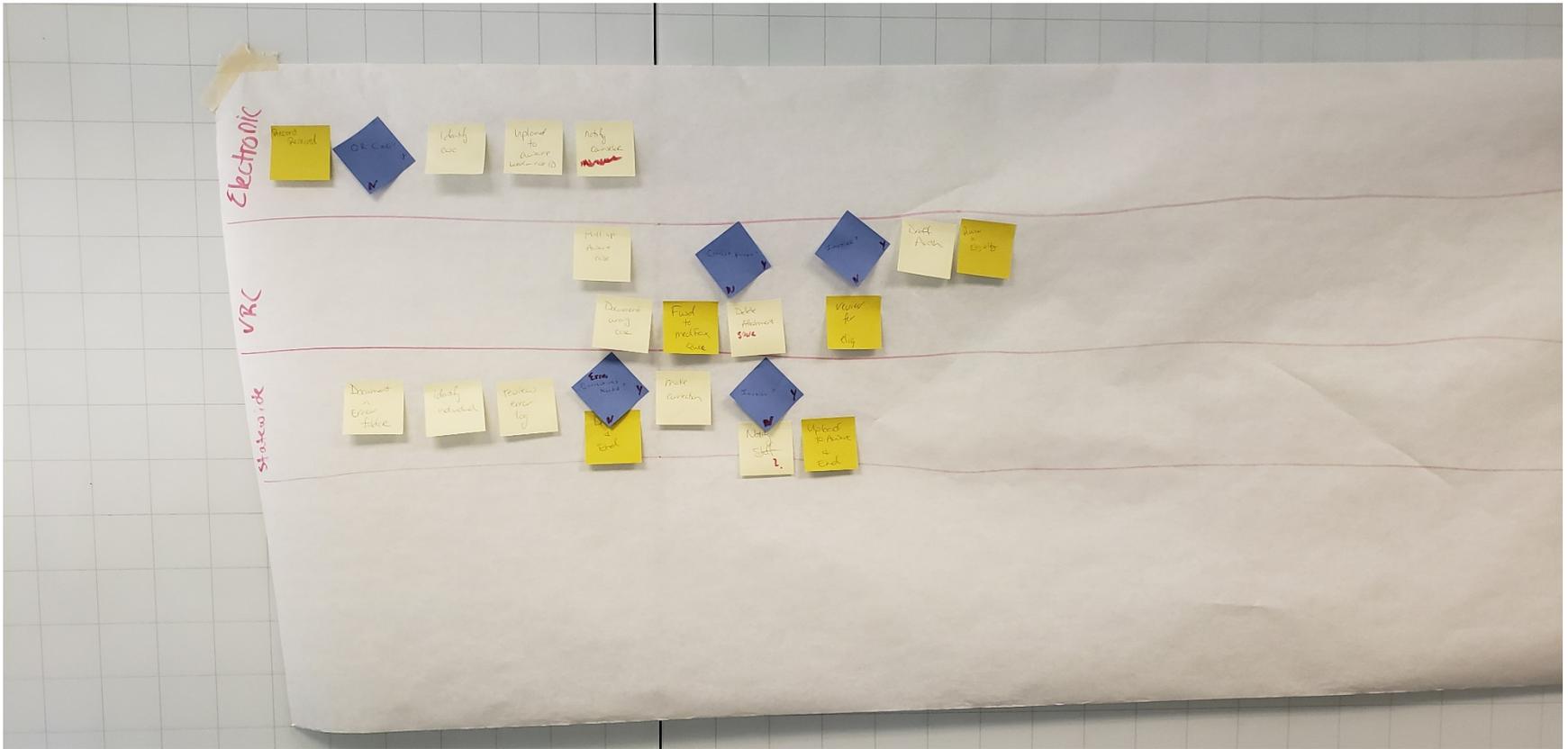
Tim U. Wood

Waste	Process
Waiting	Retrieve Record Move document to local office folder
Overprocessing	Editing document Emailing attachment to VRC
Underutilization	Adding record manually to Aware and not using productivity tools

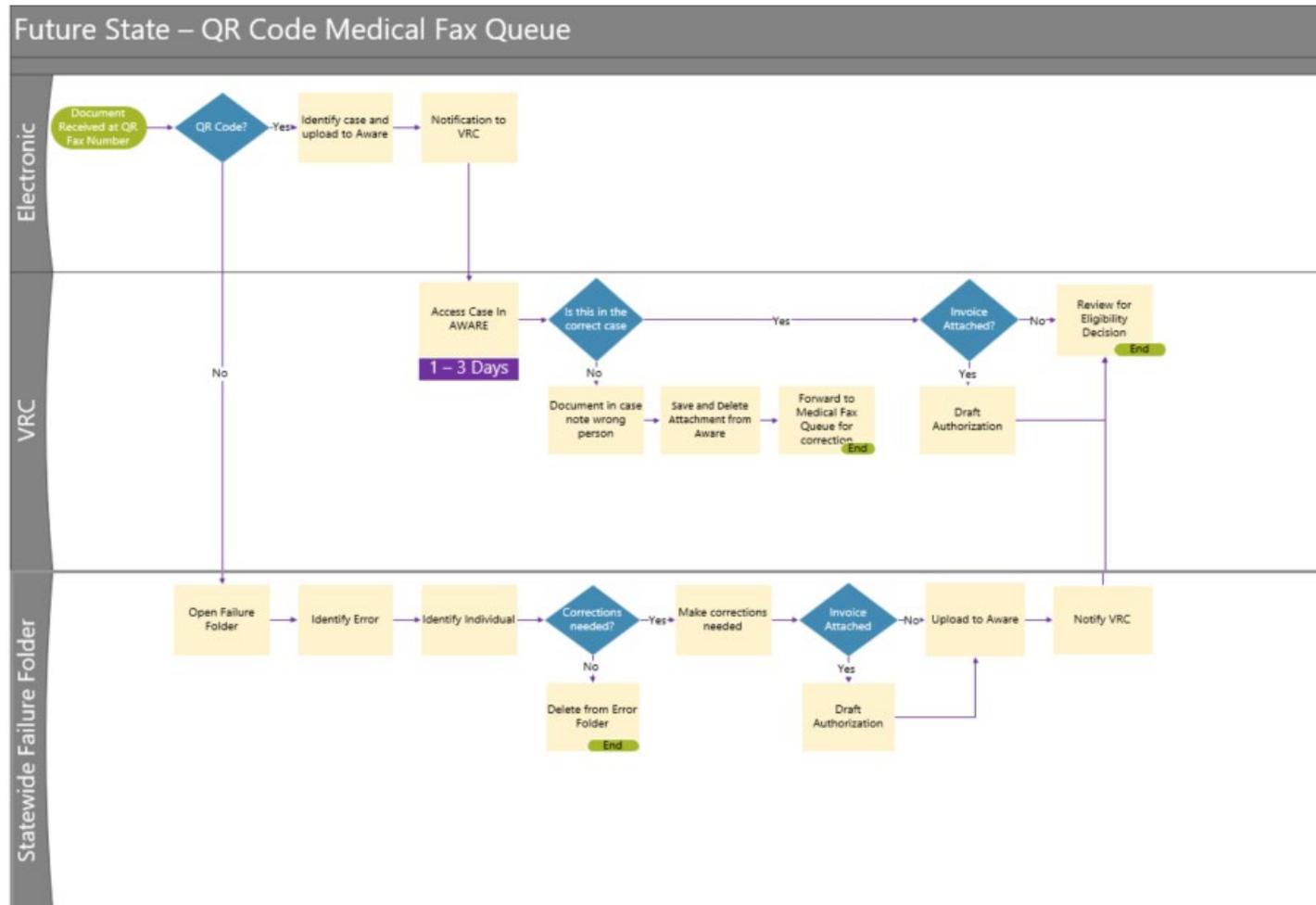
Improve



Future State



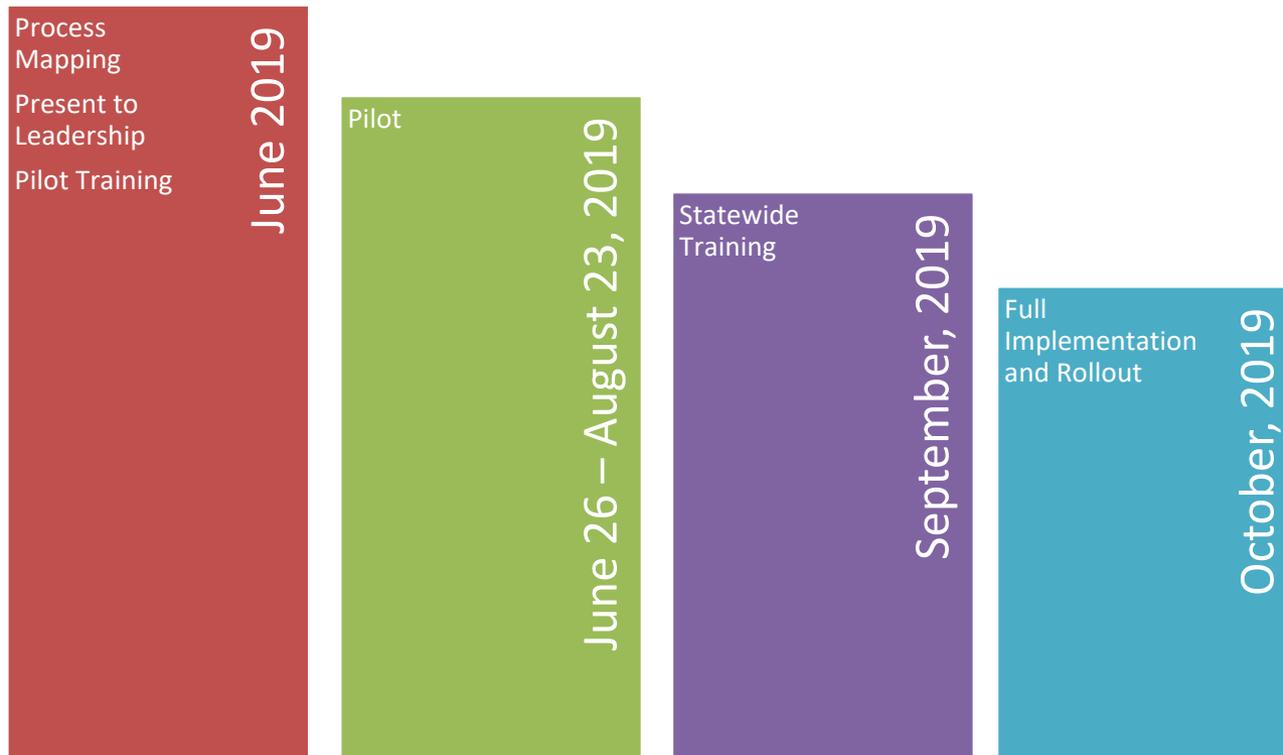
Future State



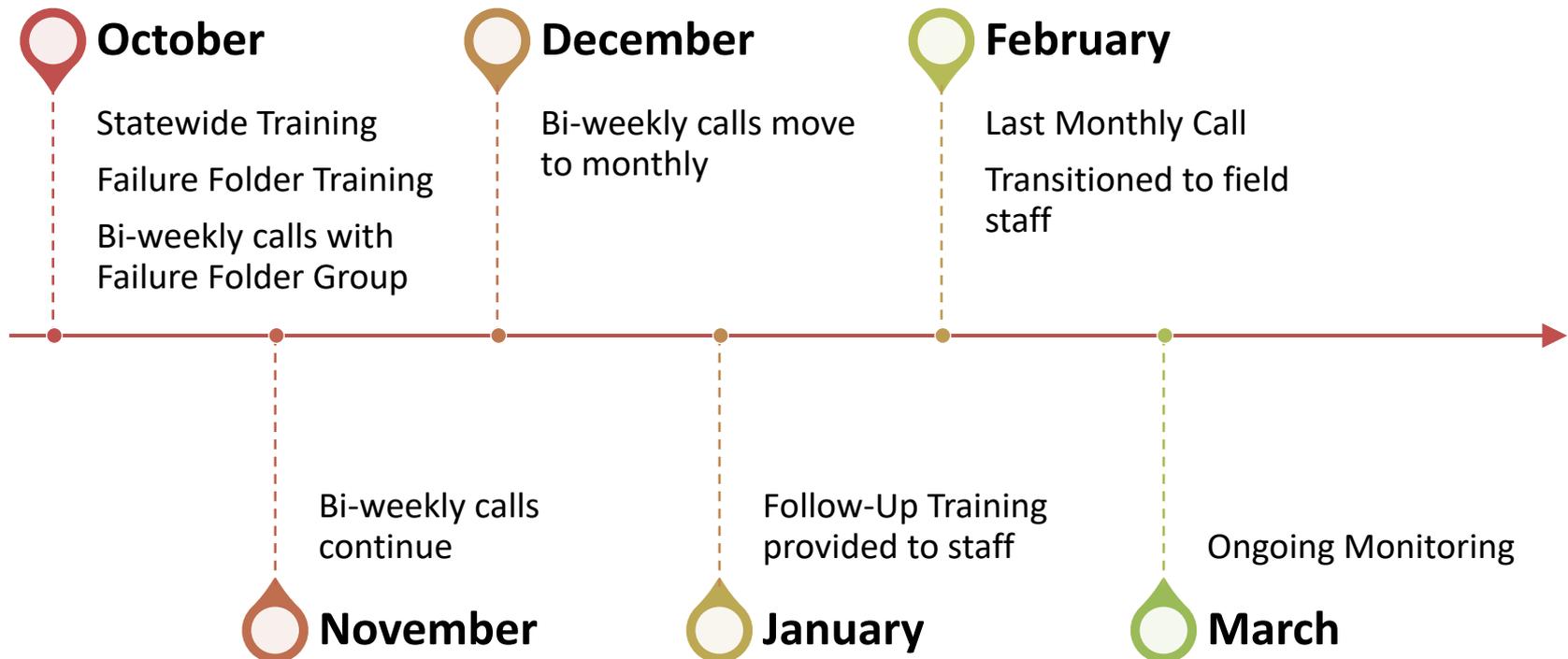
Current State v Future State

Measure	Current	Projected	% Reduction
Process Steps	26	16	-38.5%
Decisions	14	5	-65.3%
Loop Backs	3	0	-100%

Implementing the QR Code



Statewide Implementation



Pilot Results

June 26, 2019 to September 27, 2019

Reduction in Average # Business Days for Faxes to be added to Aware

2.3

Actual: 1.6

-30.4 %



Reduction in time spent weekly processing medical records requests (by area)

26 hours

Actual: 9.6

- 63.1 %



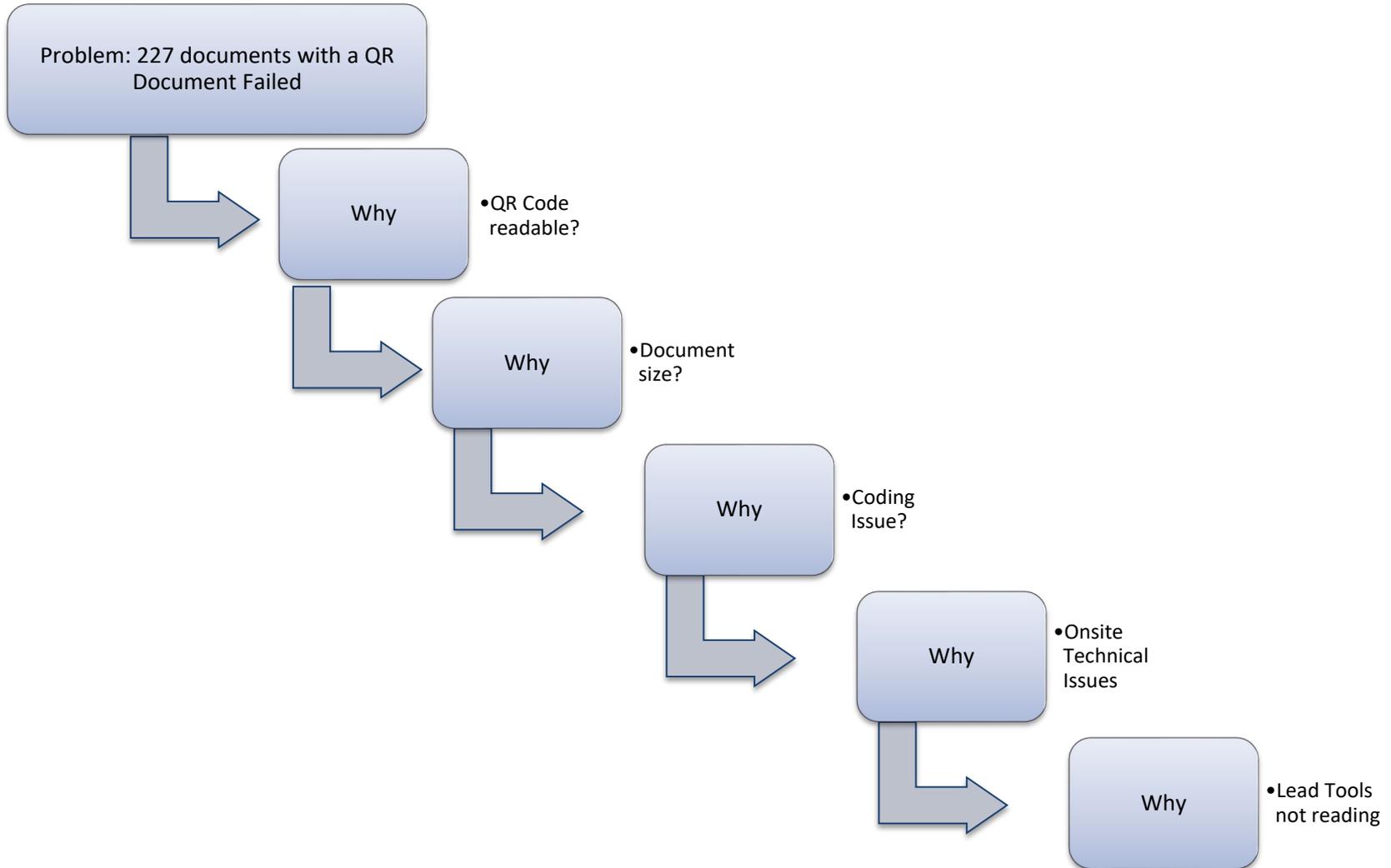
Records returned with a QR Code able to be processed automatically

N/A

Actual: 62%

% Change:

5 Whys- Pilot



Analyze Pilot Results

- 593 Documents returned with QR Code
- 227 Documents with QR Code defective
 - 38% Defective
- Defective documents reviewed
- Issues included:
 - Lead tool issues (software to read QR Code)
 - Firewall issues
- Next steps
 - Working with software developer for corrections

October 1, 2019 – December 31, 2020

Reduction in Average # Business Days for Faxes to be added to Aware

2.3

Actual: 1.6

-30.4 %



Reduction in time spent weekly processing medical records requests (by area)

26 hours

Actual: 9.8

- 62.3 %



Records returned with a QR Code able to be processed automatically

N/A

Actual: 68%

% Change:

January 1, 2020 – March 31, 2020

Reduction in Average # Business Days for Faxes to be added to Aware

2.3

Actual: 1.6

-30.4 %



Reduction in time spent weekly processing medical records requests (by area)

26 hours

Actual: 8.4

- 67.7 %



Records returned with a QR Code able to be processed automatically

N/A

Actual: 81%

% Change:

April 1, 2020 – June 30, 2020

Reduction in Average # Business Days for Faxes to be added to Aware

2.3

Actual: 1.7

-26.1 %



Reduction in time spent weekly processing medical records requests (by area)

26 hours

Actual: 4

- 84.6 %

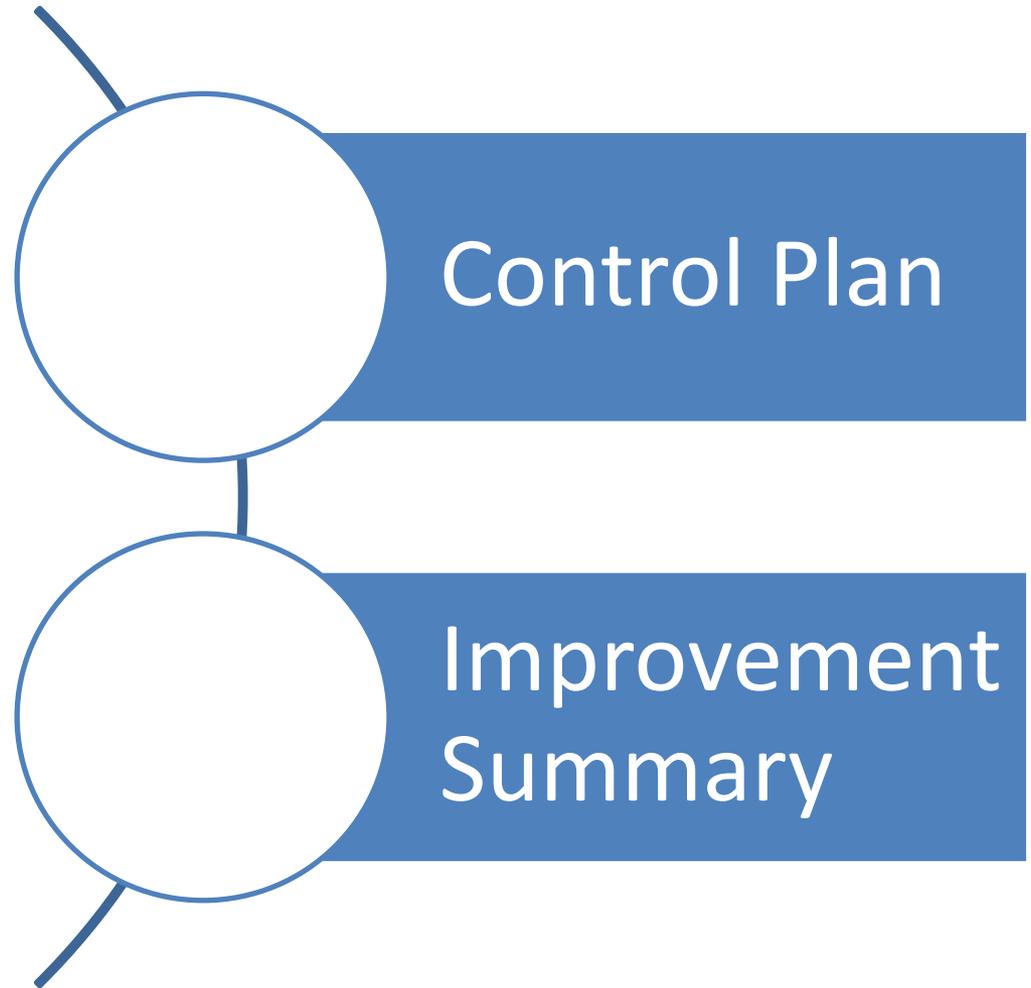


Records returned with a QR Code able to be processed automatically

N/A

Actual: 87 %

Control



Control Plan

Improvement
Summary

Next Steps

Action	Who	When
Continue Monitor and Process Failure Folder	Designated staff in local offices	Daily
Monitor Defects (QR Code returned, but failed)	Data and Reporting/IT	July and October 2020
Determine other uses of QR Code	Data and Reporting	Ongoing
Work with providers who do not return QR Coversheet	Field Staff	Ongoing

Improvement Summary

Key Issues

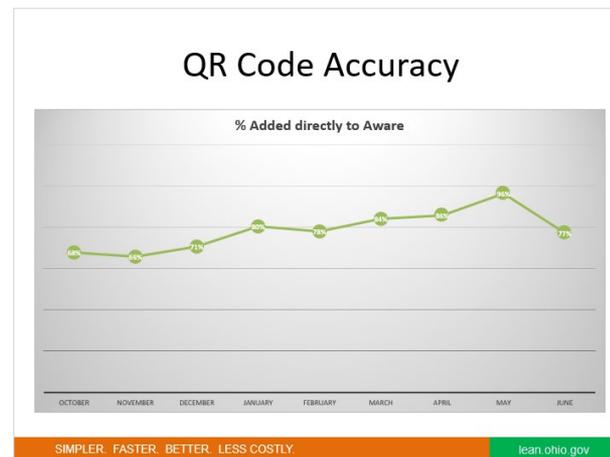
Current Key Issues

- Manual Process
- Time consuming
- High Volume of faxes processed

How We Improved

- Reduced Time spent
 - Started at up to 26 hours per week
 - Reduced to 4.3 hours in April
- Increased QR Code Accuracy
 - Finished Pilot: 62% Accuracy
 - Finished 2nd Quarter: 81%
- Updated Lead Tool Fix Applied April 15, 2020
 - Increased QR Accuracy: 94%

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Key Issues

Current Key Issues

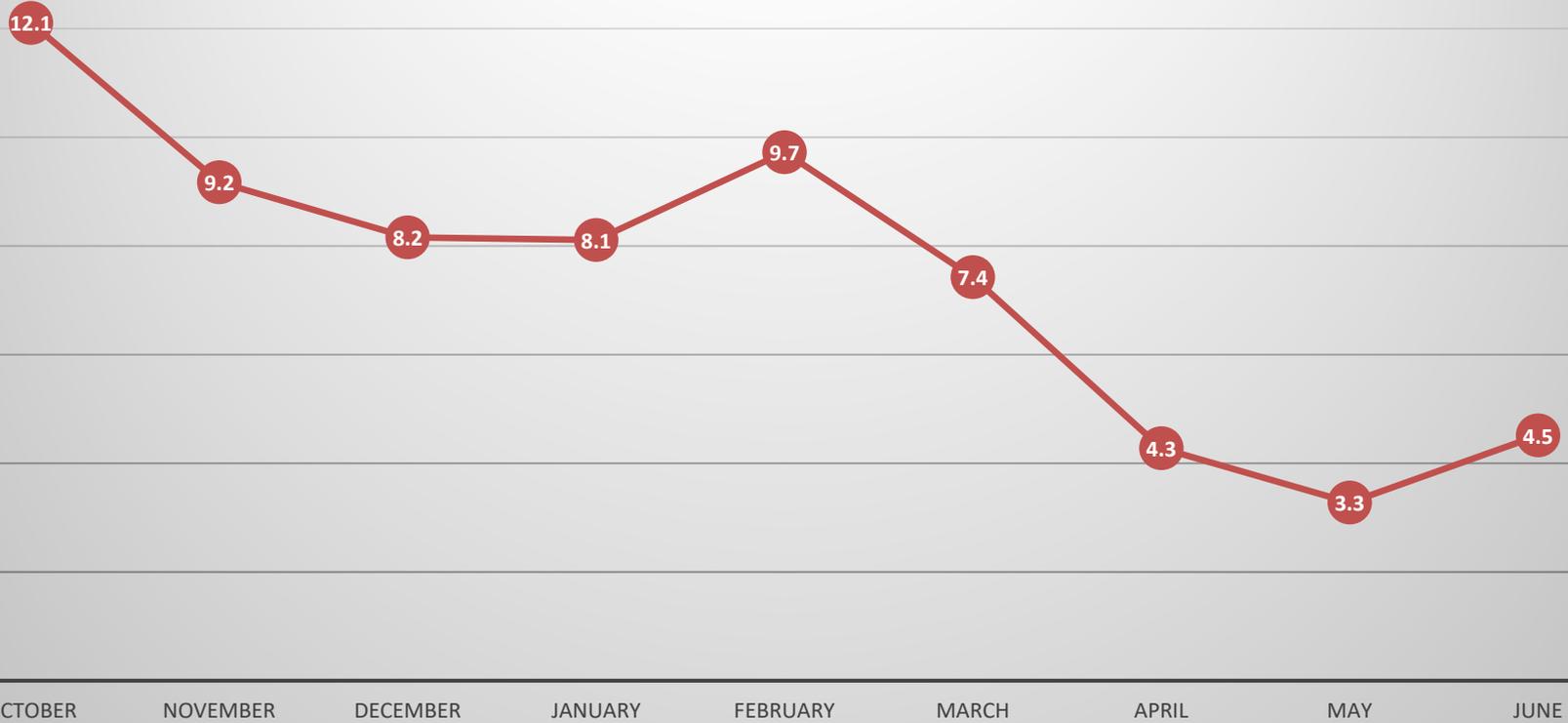
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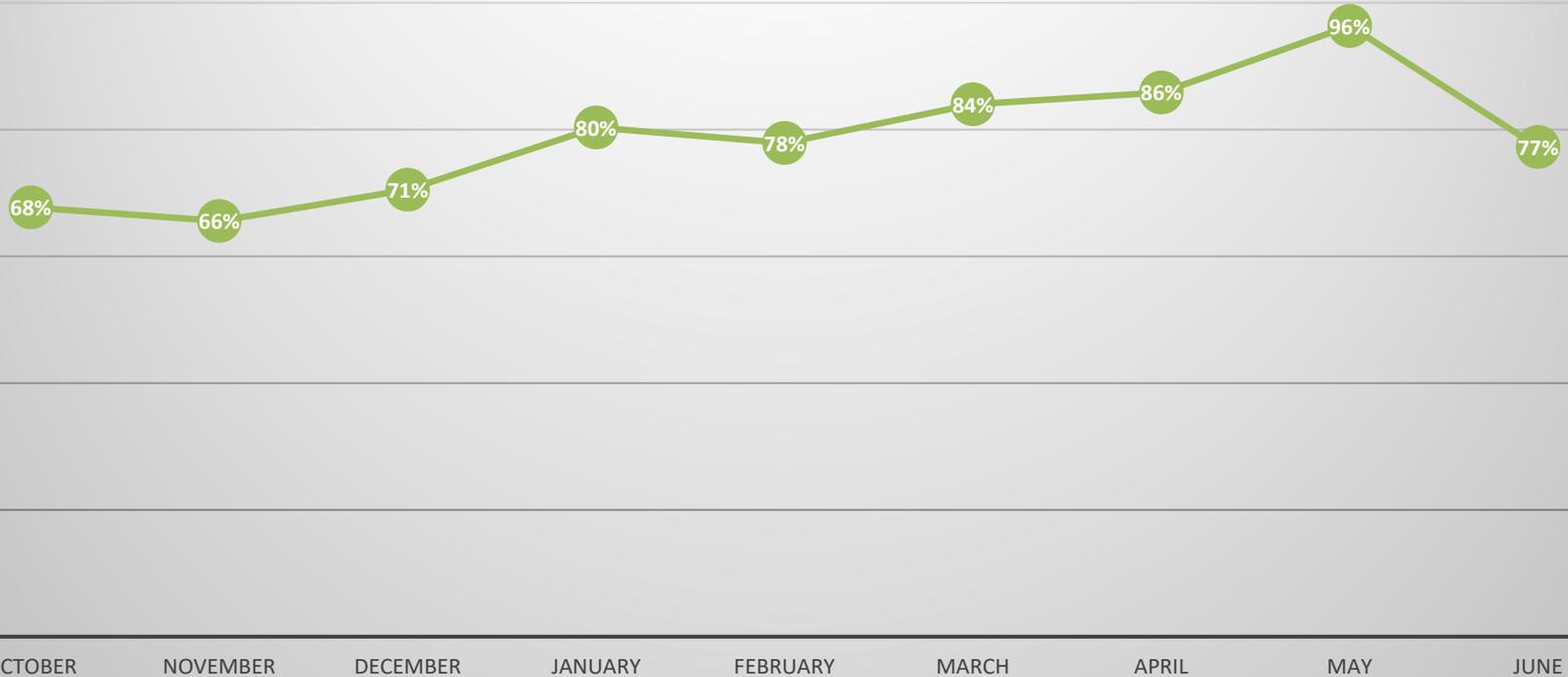
Time Spent

Time spent weekly (by area)



QR Code Accuracy

% Added directly to Aware



Special *thanks* to...

Senior Leadership: Susan Pugh, Deputy Director, Bureau of Vocational Rehabilitation

Sponsor: Susan Pugh, Deputy Director, Bureau of Vocational Rehabilitation

Subject Matter Expert/s: Support Staff supporting Failure Folder

Customer/s: OOD Field Staff

Questions/Comments

