

THE SUPREME COURT *of* OHIO

LEAN **Oh**io

Green Belt Project
The Case for Eliminating Paper
Files



THE SUPREME COURT *of* OHIO

PRESENTED BY:

Steve Kahler
Deputy Clerk

Sandra Grosko
Clerk of the Court

The Supreme Court of Ohio
Office of the Clerk

The Case for Eliminating Paper Files



THE SUPREME COURT of OHIO

Project Background

The Clerk's office accepts filings and maintains case files.

Pre-2007

- All filings paper
- All case files paper

2007-2015

- All filings paper
- Paper filings scanned
- Paper & electronic case files

2015- Present

- E-filing available
- Paper filings scanned
- Paper & electronic case files
- E-filed documents printed and placed in paper case file

Percentage of documents e-filed



Our Project

To determine if eliminating paper case files will result in a significant savings of time, money, and resources while maintaining the accuracy, reliability and availability of original Supreme Court case files for internal users and the public.





Supreme Court *of* Ohio

Strategic Directive #2

Achieve Internal Efficiencies

*In order to promote greater
productivity, foster high
morale, and effectively use
current staff*



DMAIC

Charter

Survey

FMEA

**Future
State**

**Standard
Work**

SIPOC

**Run
Charts**

Waste

**Process
Mapping**

**Check
Sheets**

**Change
Mgmt.**

Voices

**GANTT
Chart**

Project/Event Title	Practicality/Viability of eliminating paper Supreme Court case files
Project Facilitator	Sandra Grosko/Steve Kahler
Agency/Organization	Supreme Court of Ohio - Office of the Clerk of the Court
Project Mentor	Alan Ohman/Colleen Rosshirt
Charter Last Updated Date	3/20/2017

Project Background
 The Clerk's office creates paper case files for all cases. Since 2007, most case filings have been scanned and in 2015 the court launched an e-filing portal. Time and resources are used creating, maintaining, and moving paper case files when most case documents are available electronically.

Problem/Opportunity Statement
 To determine if eliminating paper case files will result in a significant savings of time, money and resources while maintaining the accuracy, reliability and availability of original Supreme Court case files for its internal users and the public.

SCOPE (define boundaries)	First step in the process:
	Draft Project Charter
	Last step in the process:
	Make a decision whether or not to recommend elimination of paper files.

Project Goals
 Before deciding whether or not to make a formal recommendation, we want to know for sure whether eliminating paper case files will result in a significant savings of time, money, and resources without compromising the accuracy, reliability and availability of original Supreme Court case files. In order to do this, we need to map our current and future states, collect and analyze data on our current process, and make data-based projections on tangible and intangible benefits, costs, and risks of making the electronic case files the original, while eliminating paper case files.

Project Boundaries
 Paper case files must continue to be the maintained (for now.) No software development can be required for a new process. Lower court records on appeal must remain in the form (paper or electronic) they are transmitted. The new process must provide a significant savings in time, money and resources. The new process cannot compromise the accuracy, reliability and availability of original Supreme Court case files.

Performance Metrics: What measures will tell you if you are successful.	Performance Metrics			
	Current	Goal	Final	% Change
Number of steps in process				
Number of handoffs				
Time spent creating, maintaining and destroying paper files				
Cost of filing supplies				

Projected Benefits
 Before deciding whether or not to make a recommendation, we will know for sure whether or not eliminating paper files will save time, money, and resources without compromising the accuracy, reliability and availability of Supreme Court case files for its internal users and the public. Data collected will also help define the cost of doing business for the Clerk's office.

Project Team	
Team Lead:	Sandra Grosko/Steve Kahler
Team Champion/Sponsor:	Sandra Grosko
Process Owner:	Supreme Court of Ohio Clerk's Office
Team Members:	Sandra Grosko/Steve Kahler
Subject Matter Experts:	Sandra Grosko, Amy Reitz, Justin Kudela, Melissa Ferguson, JoElla Jones, Kim Hamiter, Steve Kahler, Analeah Washington, Jodi Schneider, Tim Andersen, Laura Dawson, Alicia Elwing, Mike Bracone

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

Sponsor Signature: _____
 Process Owner: _____



S I P O C

- TAB (filing products)
- Filers
- Clerk's office staff
- Lower courts/agencies

- Filing supplies
- Filings
- Entries
- Certified mail/Postage
- Index of lower court records

- Case files
- Destroyed case files
- A physical location that indicates stage in workflow

- Public
- Justices/Court staff
- Records center

File documents & make case file

Review Filings

Maintain file, add filings, move file as needed

Court staff & public check out files for review/use

Send file to storage

Violently Destroy File

Four Voices

Voice of Customer

- Internal & external users

Voice of Process

- Are we efficient & error free?

Voice of Business

- Effective use of resources?

Voice of Employees

- Staff who create & maintain files



What are other state appellate courts doing?

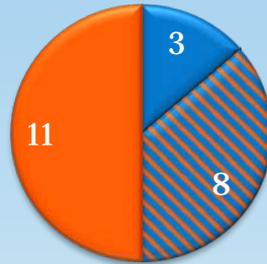
Survey of National Conference of Appellate Court Clerks

Does your court accept documents for filing through an e-filing portal or by e-mail?



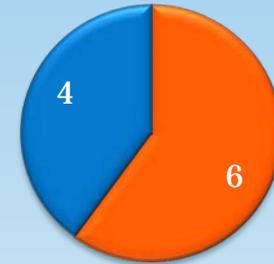
Yes No

Do you maintain a paper case file, electronic case file, or both?



Paper Both Electronic

Do you print electronically filed documents and put them in the paper case file?



1 Court has filer furnish

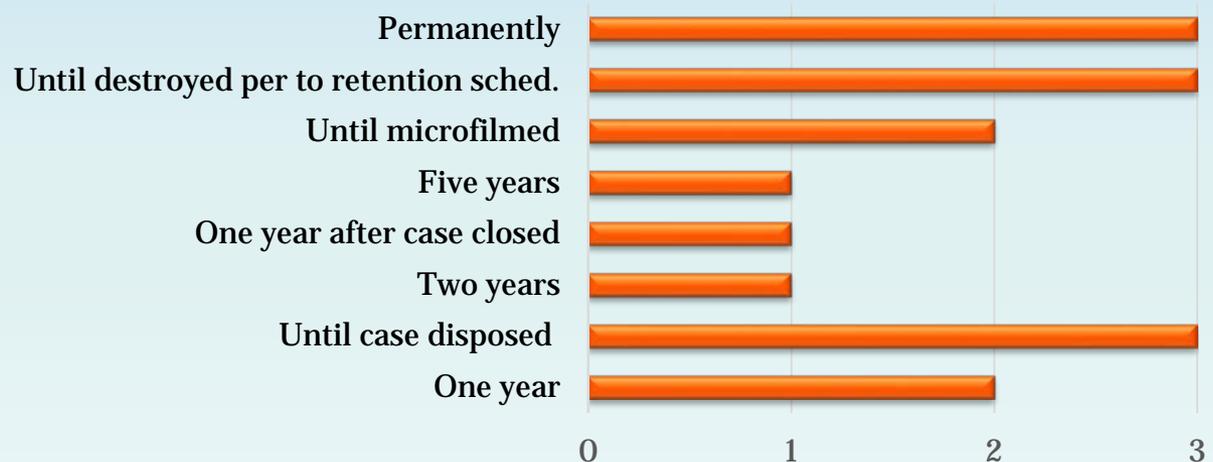
Yes No

After scanning paper documents, do you keep the paper?



Yes No

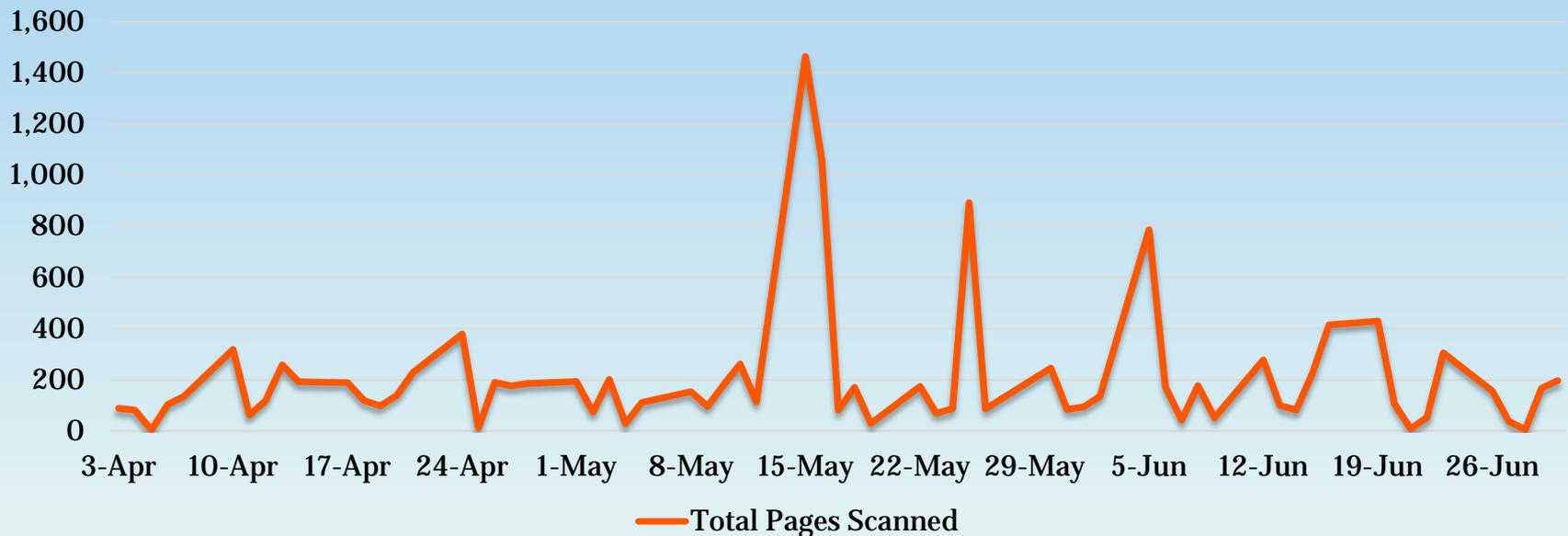
How long do you keep original scanned paper documents?



- **If paper files are eliminated, additional quality control measures are needed for scans.**
- **In 2016, 44% of filings were paper.**

How many pages of paper filings are we scanning?

Total Pages Scanned (Apr-Jun 2017)



Total Pages Scanned
12,979

Median
138

Daily Average (Mean)
203

28% of pages filed are paper

Who uses paper case files?

Average Number of Files Checked Out Per Week By Staff Member
(Apr – Jun 2017)



- Less than 20% of internal users (mostly one person)
- Internal user survey showed paper case files are not needed and, in some cases, misused.
- No public requests for Apr-Jun 2017 (available online)

Time spent annually



**20.24 days
creating
files**



**1.2 days
filing**



**2.9 days
moving
files**



**1.76 days
boxing files
and
logging the
location**

TOTAL: 26.1 days*

*Based on 2016 case total of 1914 cases.

Data recorded Apr-Jun 2017

Projected annual cost savings

\$2,065.54 in filing supplies (Avg. 2013-2017)

Original Pages Printed (Apr-Jun 2017)



Total Pages Printed	Total Printing Cost	Median	Daily Average (Mean)	Average Daily Printing Cost
32,383	\$997.40	295	501	\$15.42

\$3,989.60 in printing costs

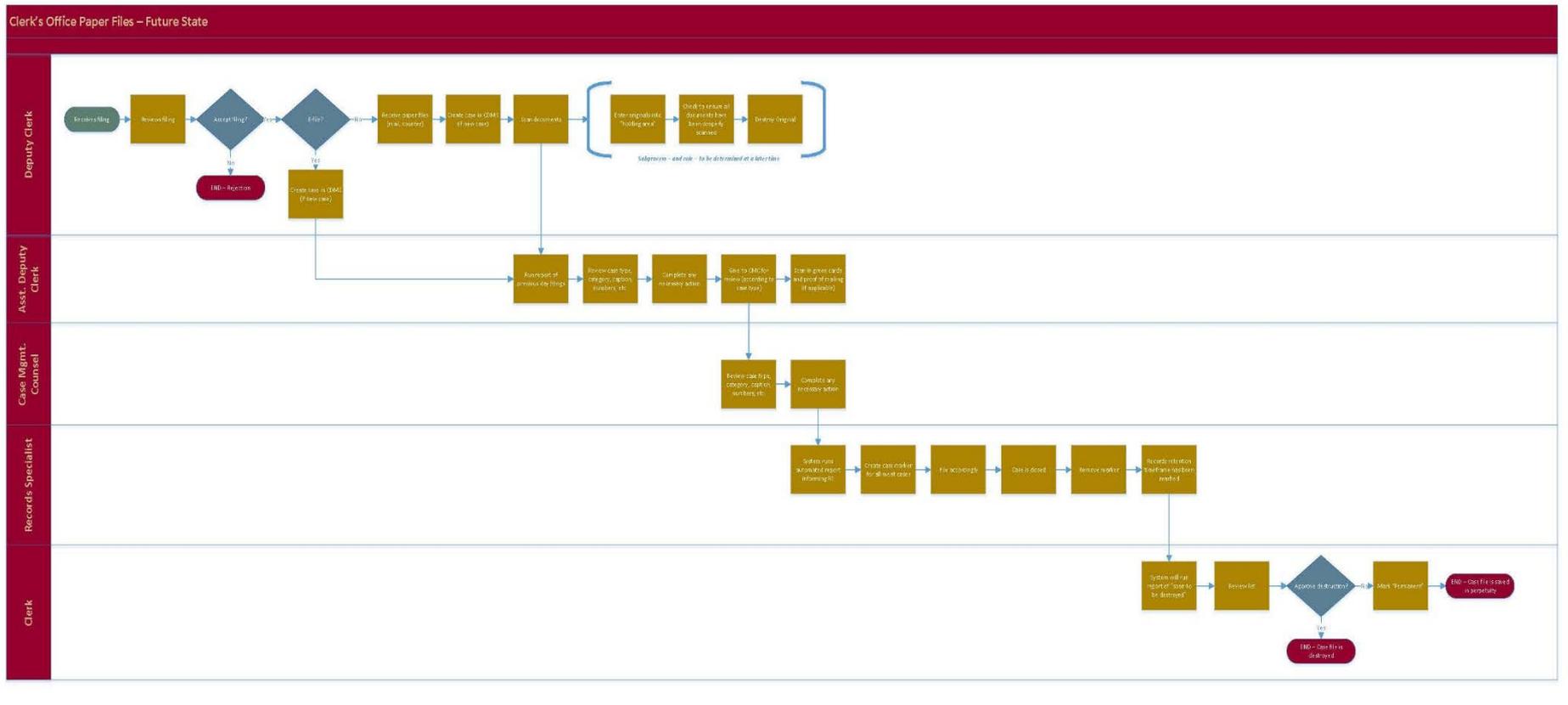
TOTAL: \$6,055.14



FMEA: Failure Mode and Effects Analysis

Process Input	Potential Failure Mode	Potential Failure Effect	Severity	Potential Cause	Occurrence	Current Control	Detection	RPN
Paper filing	Inaccurate scan	Unable to view document	9	Human or mechanical error	1	None	3	27
Paper filing	Not scanned	Unable to view document	10	Human or mechanical error	1	Scan report to see if filings are scanned	1	10
Lost network connection	Network outage or scheduled maintenance	Unable to view documents & docket	10	Service provider outage, unplanned network outage or scheduled maintenance	1	None/ Maintenance scheduled after hours	10	100
All imaged case documents	Original and/or backup files lost	Unable to view document	10	Hacking, system failure, malware, virus, ransomware, other loss of backups	1	Network security and backups	10	100
All imaged .pdf case documents	Users cannot view documents in .pdf format	Unable to view document	4	Technology changes	1	None	4	16

Future State Process Map



- 24 steps
- Produces electronic case files only
- 28% reduction in steps

Waste Reduction

Transportation – No longer sending paper files to storage

Information/Inventory – Electronic files are now complete

Motion – People no longer moving files around the office

Underutilization – Paper files were not being used

Waiting – Files can be accessed by users simultaneously

Over Production – No longer keeping 2 files (paper/electronic)

Over Processing - No longer printing e-filed documents

Defect – No more misfiled or lost paper filings

VA (value added)

- Items not previously scanned will now be available electronically (postage documents, etc.)

NVA (non-value added)

- Process produces something that the customer does not want (paper files)

NVAN (non-value added but necessary)

- Scanned paper must be kept temporarily to ensure accuracy of scans



Change Management

Listen to the Voices!

Embrace Resistance!



Decision

The evidence supports eliminating paper files and we will recommend it.



Thank you

Michael L. Buenger, Esq.
Administrative Director

Stephanie Hess, Esq.
Deputy Administrative Director

Alan Ohman
Project Coordinator, Mentor

Colleen Rosshirt, Esq.
Policy Counsel, Mentor

Clerk's office and Supreme Court Staff



Questions ?

Public Docket - Internet Explorer
http://supremecourt.ohio.gov/derk/ecms/#/caseinfo/2017/1
Public Docket

File Edit View Favorites Tools Help

Convert Select



Back to Search

Case Activity Notification: [Login](#)

THE SUPREME COURT OF OHIO CASE INFORMATION

Case:
2017-0000 Paper case files v. Electronic case files

Original action

Filed:
10/26/2017

Supreme Court of Ohio Office of the Clerk
65 South Front Street, 8th Floor • Columbus, Ohio 43215-3431
800.826.9010 • 614.387.9530

Sandra H. Grosko, Clerk
[Supreme Court of Ohio Home Page](#)