

Green Belt Lean Six Sigma Project Report Out
Vanita Curry
Ohio Department of Medicaid
September 2020



Mike DeWine, Governor
Jon Husted, Lt. Governor

Department of
Medicaid

Maureen M. Corcoran, Director

RAPBACK

RAPBACK Team Members



Ohio Department of Medicaid

Team Champion/Sponsor

Biljana Manev

Process Owner

Wayne Morgan

Team Lead

Heather Burke

Background / Scope

The current Annual Background Criminal Investigation (BCI) Notices manual process is cumbersome. It takes too much time, a lot of manpower, a waste of money, and unnecessary resources.

Scope:

First Step: Enroll waiver providers in RAPBACK

Last Step: Send documentation to provider regarding any termination or suspension

Project Goals

Projected Goals

- Hold provider accountable to update MITS system with current addresses and email address or any other changes within 30 days of change or the OAC Rule will be enforced to terminate provider.
- Any mass mailings are completed via label maker to upgrade to a new user-friendly equipment.
- All databases: BCI, CareStar, and MITS must communicate with each other to reflect same information to eliminate repetitive work.
- Remove PCG from initial/new BCI entry. Text or email providers for updated addresses and email prior to any mass mailings.

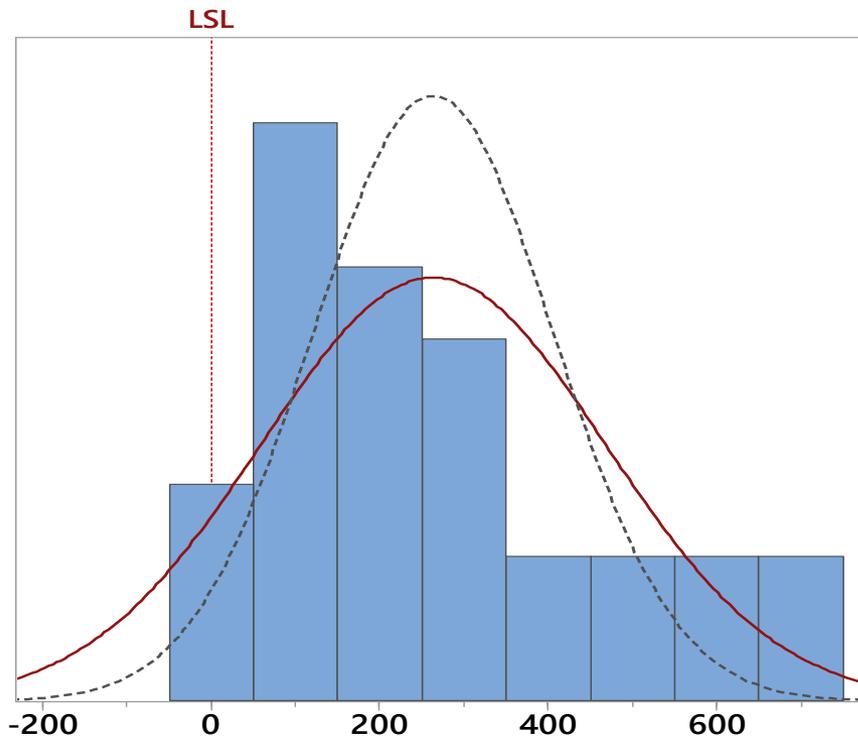
Projected Benefits

- The implementation of Rapback will enhance the protection of Ohioans by providing additional safeguards against allowing convicted criminals to remain in positions of trust. With the implantation, ODM will be informed daily of any criminal activity of disqualifying offenses vs yearly.
- The boost of provider and ODM team members' morale.
- Cost savings.
- Time and resource savings.
- Consumers will have good providers that are compliant and safe to serve them.
- Free staff to focus on other compliance issues for our bureau.
- Cost saving for the provider.
- Increase program integrity.
- Efficiency.

Baseline Data

Process Capability Report for Days lapse

Process Data	
LSL	1
Target	*
USL	*
Sample Mean	263.533
Sample N	30
StDev(Overall)	204.405
StDev(Within)	143.006



—	Overall
- - - -	Within

Overall Capability	
Pp	*
PPL	0.43
PPU	*
Ppk	0.43
Cpm	*
Potential (Within) Capability	
Cp	*
CPL	0.61
CPU	*
Cpk	0.61

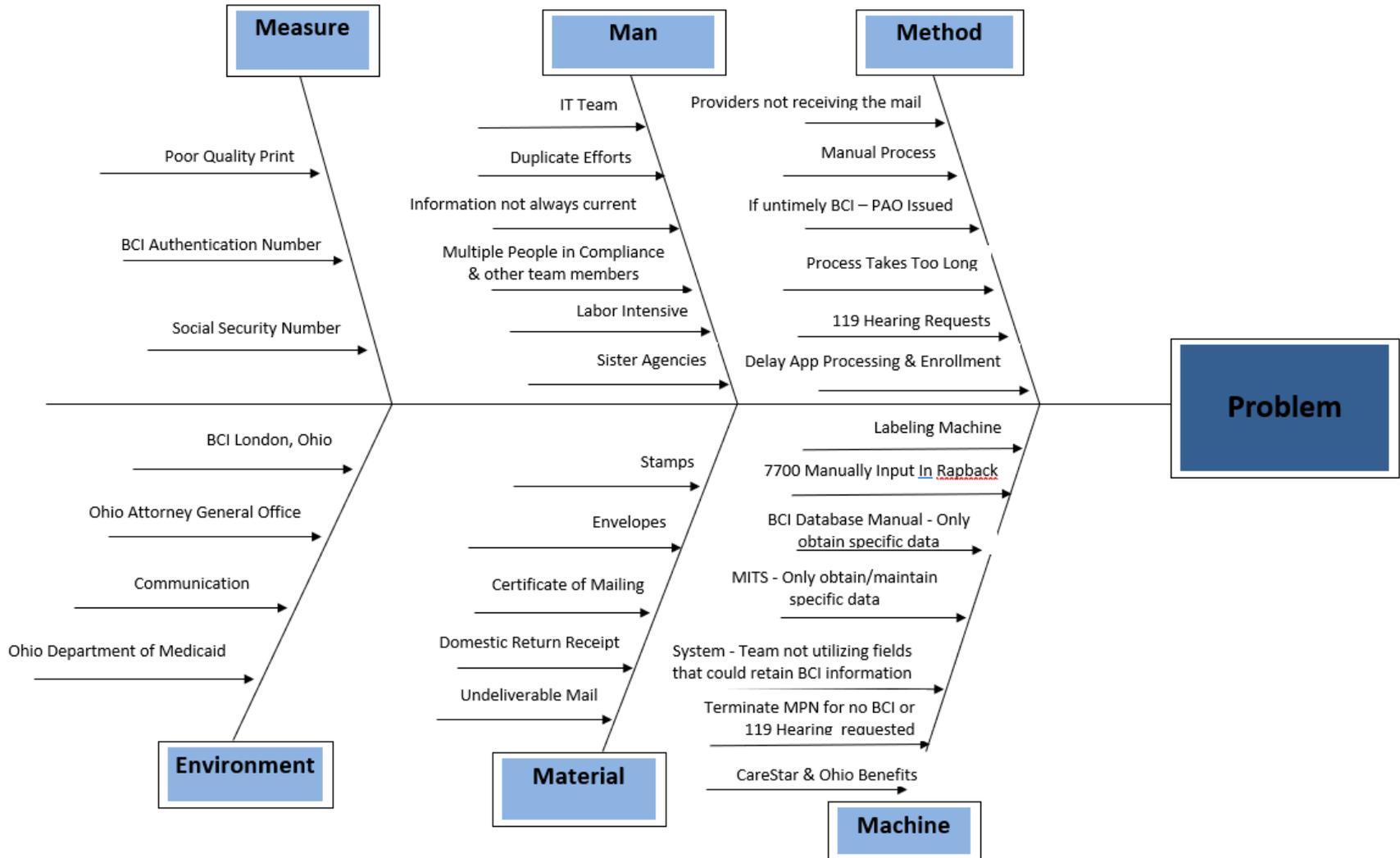
	Performance		
	Observed	Expected Overall	Expected Within
PPM < LSL	0.00	99504.89	33191.75
PPM > USL	*	*	*
PPM Total	0.00	99504.89	33191.75

High Level Process - SIPOC

SIPOC						
S	I	P	O	C		
Suppliers	Inputs	Process	Outputs	Customers		
Providers	OAC Rules	Enroll waiver	Provider ID	Providers		
Ohio AG	Providers	providers in RAPBACK	MITS	Ohio AG		
ODM	Ohio AG		BCI			
BCI	BCI		Mailroom/Shared Services			
PCG	PCG	Receive daily notifications for any disqualifying offenses from Ohio AG				
	BCI Database					
	CareStar					
	MITS					
	The Supreme & Judicial Courts					
		Update MITS if applicable				
		Review Court Record on providers	Customer Requirements			
		Send documentation to provider regarding any termination or suspension				

Other Tools – To tell your story

Fishbone



Project Metrics

Measure	Before	After	Difference
Process Steps	101	15	86 steps
Decisions	33	2	31
Handoffs	30	0	30
Loop Backs	20	0	20
Backlog	0	0	0
Waste Points	10	0	10

Cost Savings Scorecard

Measure	Projected Savings Annually
Redirected Hours	One Employee
Cost Savings	<p>Annual BCI Notices mailed quarterly.</p> <ul style="list-style-type: none"> • 4432 Annual BCI Notices mailed in 2017 • 4432 Mailing Cost: \$26,592 <p>Undeliverable average: 25%</p> <ul style="list-style-type: none"> • Unclaimed: Certificate of Mailing weekly avg 17/ yearly avg 884 - Cost \$415 • Undeliverable/Bad Address Certified Mail weekly avg 12/yearly 624 Cost: \$3,744 • 1369 PAO cost: \$8,214 • 648 AO cost: \$3,888
Other	Cost of paper, envelopes, labels, postal stamps, and certified certificate of mailing
Total	<i>\$42,853 + (paper, envelopes, labels, postal stamps cost)</i>

Improvement Summary

Current Key Issues



Mass Mailing



263 Days Lapse



Multiple Systems/Databases:
CareStar, Medicaid Information
Technology System, BCI Database

How We Improved



Eliminated



One Day



One System

Control Plan

Six Sigma Control Plan

Date: December 31, 2019

Organization Name: Ohio Department of Medicaid

Process Name: Vanita Curry

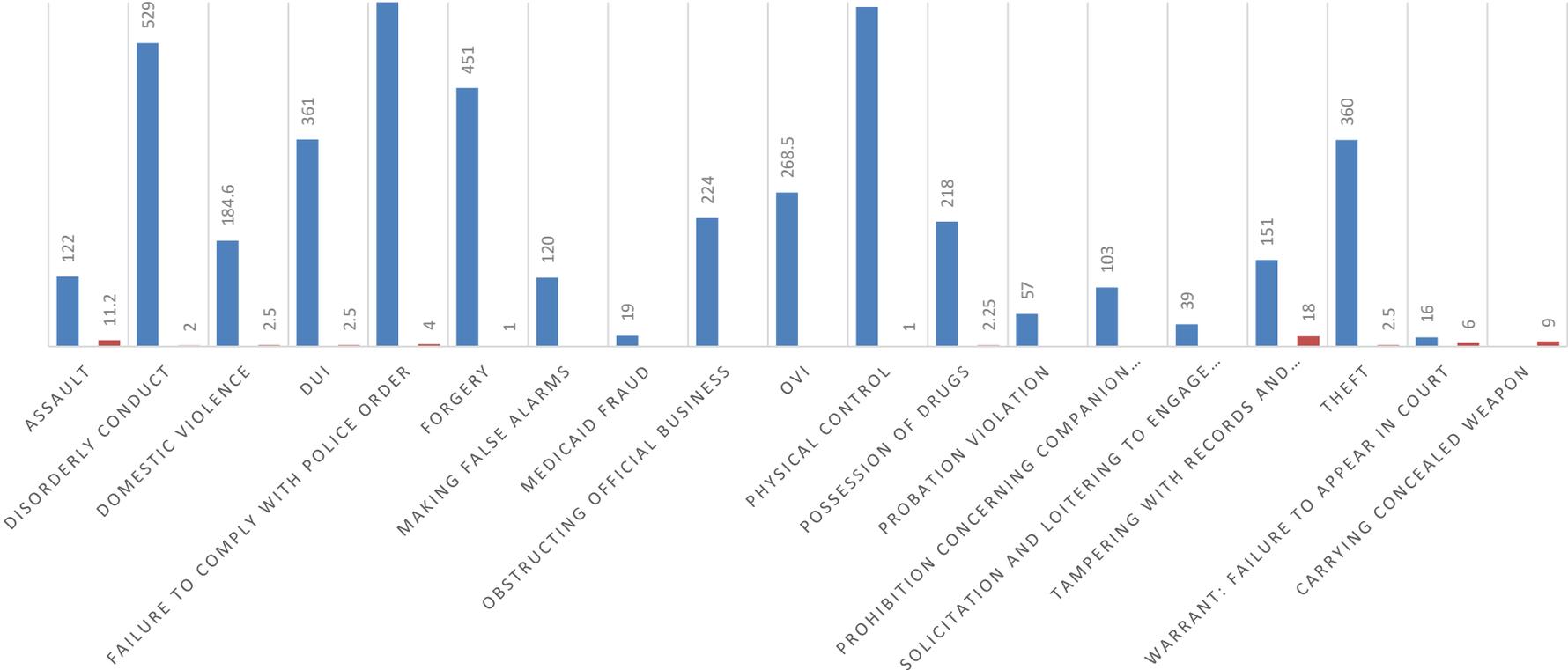
Project Name: RAPBACK

Process or Process Step	Input/Output	Control Characteristic	Specification or Tolerance	Measure Technique	Sample Size	Responsible	Control Method	Reaction Plan
Example Debt Summary	Input	# of Extensions	1 Extension	Audit	Once per Month	DSC	Audit , 100% inspection	If more than 1 extension granted, coach operator and recheck
Rapback	Output	System	Annual review	Failsafe	Annually	Attorney General	System Generated Report	Decision determination
Mailings	Output	BCI notification	Annual review	System	Annually	Attorney General	System Generated Report	Rapback
PAO	Output	PAO	Disqualifying Offense	System	Weekly	ODM	System Generated Report	Decision determination

As A Result

AVG. ELAPSED DAYS BY DISQUALIFYING OFFENSE

■ Before Rapback ■ After Rapback



Special *thanks* to...

Senior Leadership: Roger Fouts, Deputy Director

Sponsor: Biljana Manev, Chief

Team Leader: Wayne Morgan, Section Chief

Subject Matter Experts: Sherry Hopkins, Heather Burke,
Shonda Wells and Kevin Oliver

Customers: Public Consulting Group (PCG), Shared Services, Waiver Providers, WebCheck Vendor, Ohio Attorney General, and CareStar, and other internal departments

Questions/Comments

