



# Ohio Department of Commerce Unclaimed Funds Process & Culture Improvement

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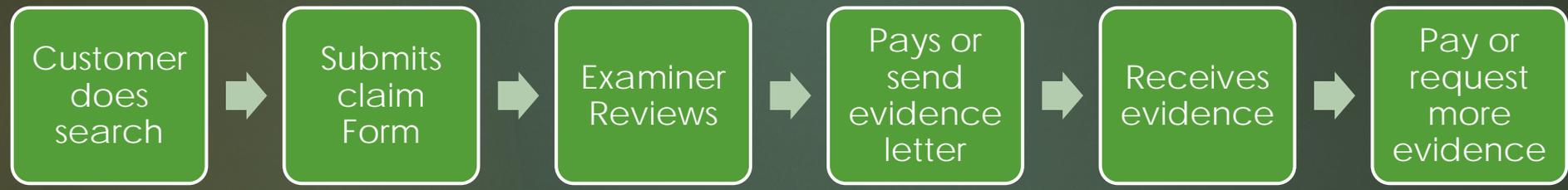
MONDAY, JUNE 22

# Everybody Has a Project Idea...

Develop a process to increase the number of claims paid in Unclaimed Funds. Easy!

Previous Kaizen

Cultural Assessment



# Research

- ▶ Superintendent
- ▶ Claims Supervisors (2)
- ▶ Claims Examiners (10)

# Define



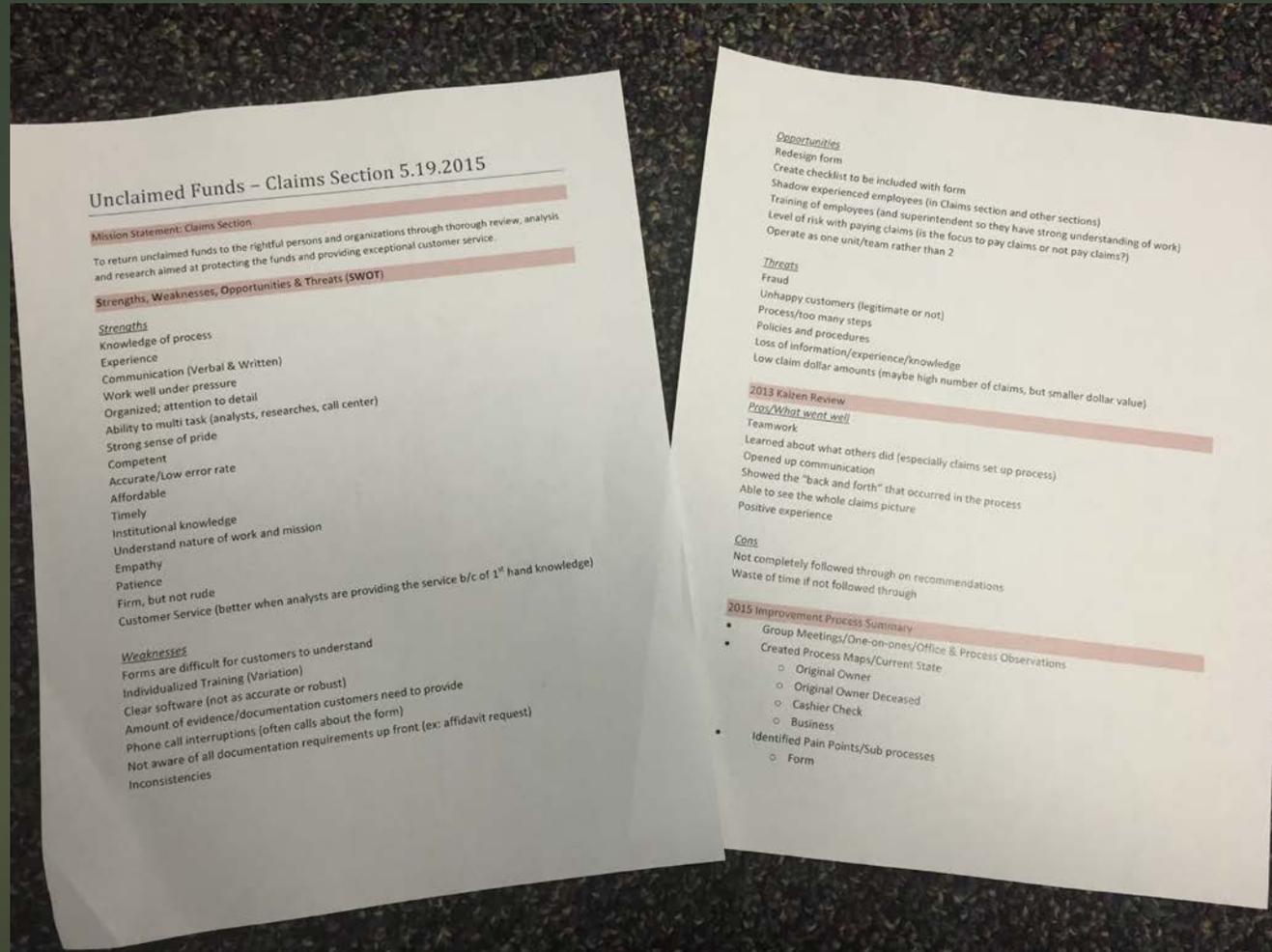
SCOPE (DEFINE BOUNDARIES)	<b>First step in the process:</b>
	Examiner receives claim
	<b>Last step in the process:</b>
	Claim is paid, denied or dropped
<b>Problem/Opportunity Statement:</b>	
There is variation in the process followed and tools used by claims examiners when reviewing claims. In addition, the recent cultural assessment identified a gap between the "current" and "preferred" cultures in Unclaimed Funds.	
<b>Goal Statement</b>	
What major Goals/Objectives serve as the basis for this Project?	
The goal of the project is to follow up on the 2014 Cultural Assessment and the 2013 Kaizen event to discuss ways in which the team can improve culture, operations, processes and tools.	
<b>What are the top three intended outcomes for this Project?</b>	
Identify process and criteria for most common claims	
Create a sense of teamwork, empowerment and unity among the examiners	
Recommend changes to superintendent and Director to aid and facilitate motivation and productivity	

# Foundations



- ▶ Review Commerce Strategic Framework
- ▶ SWOT
- ▶ MISSION
- ▶ 2013 Kaizen Review
- ▶ One on One Observations

# SWOT



# Claims Review Section Mission

“To Return unclaimed funds to the rightful persons and organizations through thorough review, analysis and research aimed at projecting the funds and providing exceptional customer service.”



# Lots of Processes...

- ▶ Original Owner
- ▶ Original Owner Deceased
- ▶ Cashier Check
- ▶ Business Claim
- ▶ Unknown (WHAT?!!)

# Observations

- ▶ Process is established
- ▶ Complex; each case is unique
- ▶ Process requires flexibility (Customer Service!)
- ▶ Sub Process Improvement
- ▶ Communications

# Pain Points = Sub Groups

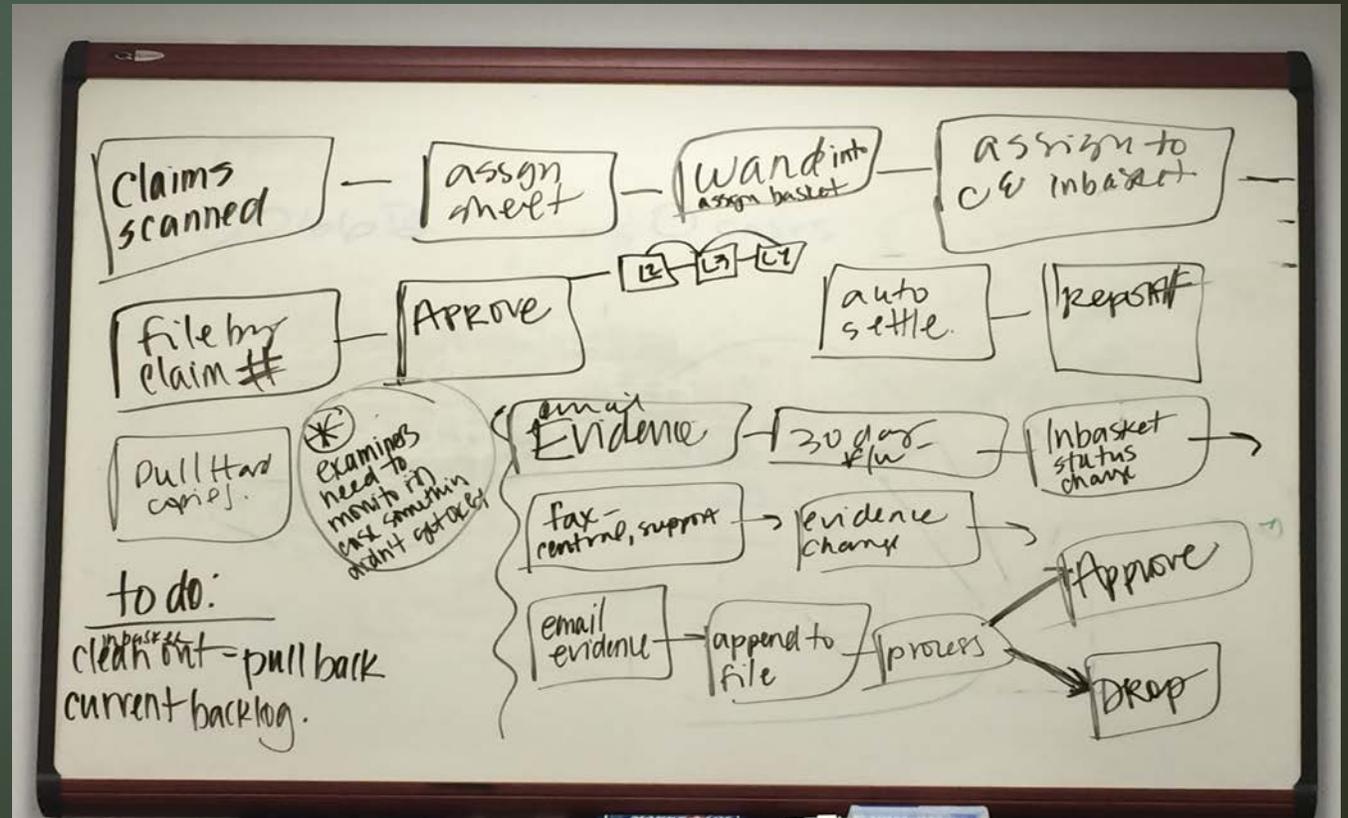
- ▶ Assignment & Batching (EVIL, EVIL, EVIL)
- ▶ Evidence Letters
- ▶ "Drops"
- ▶ Performance Measurement
- ▶ Form
- ▶ Claims Manual

# Assignment/Batching Current State

- ▶ 50 Claims/Day
- ▶ Paper copy of claims assignment
- ▶ Average Backlog; 296
- ▶ Batch all claims
- ▶ Average time to payment: 17 days
- ▶ Paper file: 2 places

# Assignment/Batching Future State

- ▶ Electronically Assign Claims
- ▶ 30/Day (Average)
- ▶ 5 Days/Week
- ▶ One File Spot



# Evidence Letters Current State

- ▶ Create Letter
- ▶ Print two copies
- ▶ Mail Letter
- ▶ Scan Letter

Evidence Letter Cost		
Fiscal Year	Number of Letters	Cost
13	23,183	\$17,387
14	19,599	\$14,699
15 (to date)	15,852	\$13,474

# Evidence Letters Future State

- ▶ Create Letter
- ▶ Save electronically
- ▶ Email to customer

Approximate  
Savings: \$14,439

# "Drops" Current State

- ▶ Send Evidence Letter
- ▶ Hold for 60 days plus
- ▶ Maybe follow up
- ▶ "Drop"
  - ▶ 60 day mark
  - ▶ When out of room

# “ Drops” Future State

- ▶ Pending Claims
- ▶ Send evidence letter
- ▶ Tickler file
- ▶ Call customer at 30 day mark
- ▶ Drop at 60 Day mark

# Productivity Measures Current State

Claim stats for April 2015																	
Name	A1	D	I2	I3	I	U	UI	U2	U3	U4	U6	U7	U9	U11	Total	DW	CP
Michell Anderson	641	3	0	0	18	0	57	94	0	35	0	0	0	0	848	22	38.5
Deborah Mercer	315	0	0	0	7	0	2	135	1	37	0	1	0	0	498	19	26.2
Charlotte Johnson	334	0	2	0	0	0	0	128	3	0	0	0	0	0	467	22	21.2
Toya Johnson	145	1	122	0	2	0	0	20	0	28	0	0	0	0	318	18	17.7
Janessa Haynesworth	447	0	0	0	17	0	1	148	0	79	0	1	0	0	693	20	34.7
Sonya Palm	559	0	17	0	0	0	1	44	1	0	3	1	0	4	630	20	31.5
Seleda Cockrell	280	5	13	0	1	0	0	136	0	72	0	0	0	0	507	21	24.1
Helen Green	115	0	24	0	1	0	3	38	1	37	0	3	0	3	225	22	10.2
Angelia Brown	197	0	50	0	0	0	17	90	29	183	0	1	0	0	567	20	28.4
Vanessa Watkins	1,010	0	233	0	0	0	10	3	80	0	0	0	127	13	1,476		
TOTAL	3,033	9	228	0	46	0	91	836	115	471	3	7	127	20	6,229		
A1	Approval 1																
D	Denied																
I	Initiated - for claims generated/initiated by claimants and imported from missingmoney by UCF staff.																
I2	Initiated-do not print claim - for claims generated by UCF staff to be mailed.																
I3	Same as I																
U	Undecided - claims assigned to an Examiner for which no action has been taken.																
U1	Claim Form received & Imaged - a claim has been received and imaged or scanned.																
U2	Evidence Follow up - additional evidence has been requested.																
U3	Claim Form/ documents received - for updates on claim status on the website.																
U4	Evidence Received																
U6	Outreach claim form - for claims generated through Outreach																
U7	Business Reply Mail - claim received per claim examiner's request.																
U9	Status Deleted - no longer used.																
U11	Outreach/ mail returned undeliverable - when outreach mail or any mail is returned by the postal service.																
DW	Number of days worked in the year																
CP	Daily average number of claims processed																

# Productivity Measures | Future State

- ▶ Approvals
- ▶ Denials
- ▶ Initiated by UCF staff
- ▶ Evidence Requested
- ▶ Evidence Received

# Productivity Measures | Future State

- ▶ Phones
  - ▶ Time on calls
  - ▶ Time in cue
  - ▶ Time in statuses
- ▶ Type of claim
- ▶ Number of Property
- ▶ Walk In Assistance
- ▶ Drops
- ▶ Evidence Analyzed (Same as Evidence Received)
- ▶ Special projects?
- ▶ Level 2, 3, 4 Claims Returned to Examiner & Why

# Form | Update

- ▶ Initial Meeting
- ▶ Contacted other states
- ▶ Previous Poka Yoke

# Management and Communication Recommendations

- ▶ Clear Expectations for employees
- ▶ One on Ones
- ▶ Full Staff meetings
- ▶ Work through chain of commands
- ▶ DISC
- ▶ Quality Control
- ▶ Managers to work on floor for first 30 days
- ▶ Develop systematic way of explaining and implementing policy changes
- ▶ Accountability
- ▶ Performance Metrics: Review, Share and Discuss

# Implementation Timeline



- ▶ Process changes in effect July 1, 2015
- ▶ Work with teams to determine operation details and needs
- ▶ Management changes in effect immediately

# Future...

- ▶ Meet regularly to discuss implementation: challenges and successes
- ▶ Start to create timetables for the creation of Key Performance Indicators for each step of the process. First 6 months or so will be used for setting baselines; then can establish expectations.
- ▶ Determine minimum criteria needed for each claim type and form Manual Committee to finalize, amend, and create policies (and training manual) for claims examiners.