Ohio | Opportunities for Ohioans with Disabilities

John R. Kasich
Governor
Kevin L. Miller
Executive Director

Bureau of Services for the Visually Impaired
Bureau of Vocational Rehabilitation
Division of Disability Determination

Lean Six Sigma Project Report Out

Fredrick Schindler
Opportunities for Ohioans with Disabilities

January 11, 2017

Review of Quality Assurance Systems

LEANOhio

Key Players

Opportunities for Ohioans with Disabilities

- Erik Williamson-Deputy Director
- Rhonda Tanner-Assistant Deputy Director
- Teresa Gray-Assistant Deputy Director
- Tom Melfo-Assistant Deputy Director & Mentor
- Heather Graham-Area Manager & Process Owner

Background

- Process about 200,000 Social Security Disability claims per year
- Required by regulations to have a quality assurance system
- 83 different error codes available
- Past study-most frequently cited code was “Other”
- Difficult to identify reliable error trends and training needs
- Inadequate operational definitions
- Improve guidelines for completing a quality assurance review
- Confusion for case examiners receiving feedback

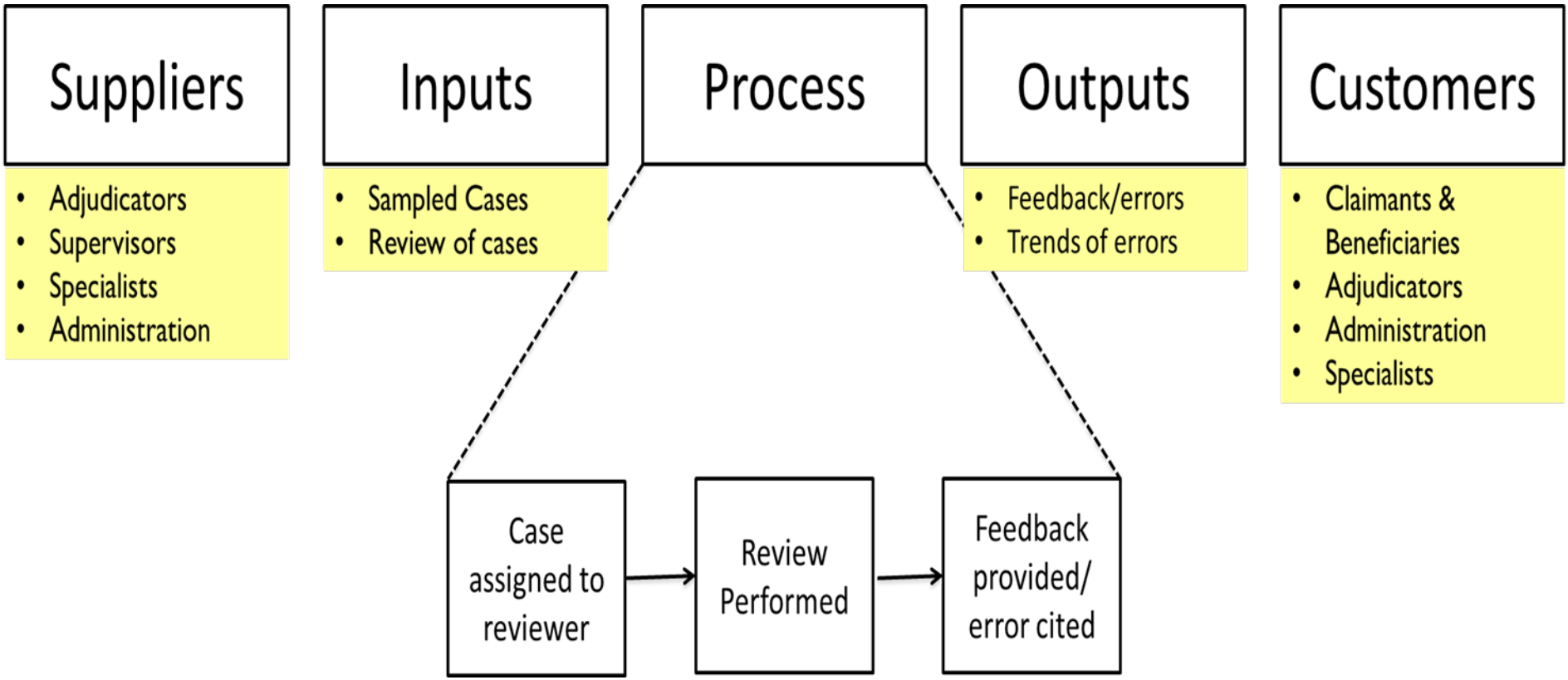
Background- Scope

- Scope:

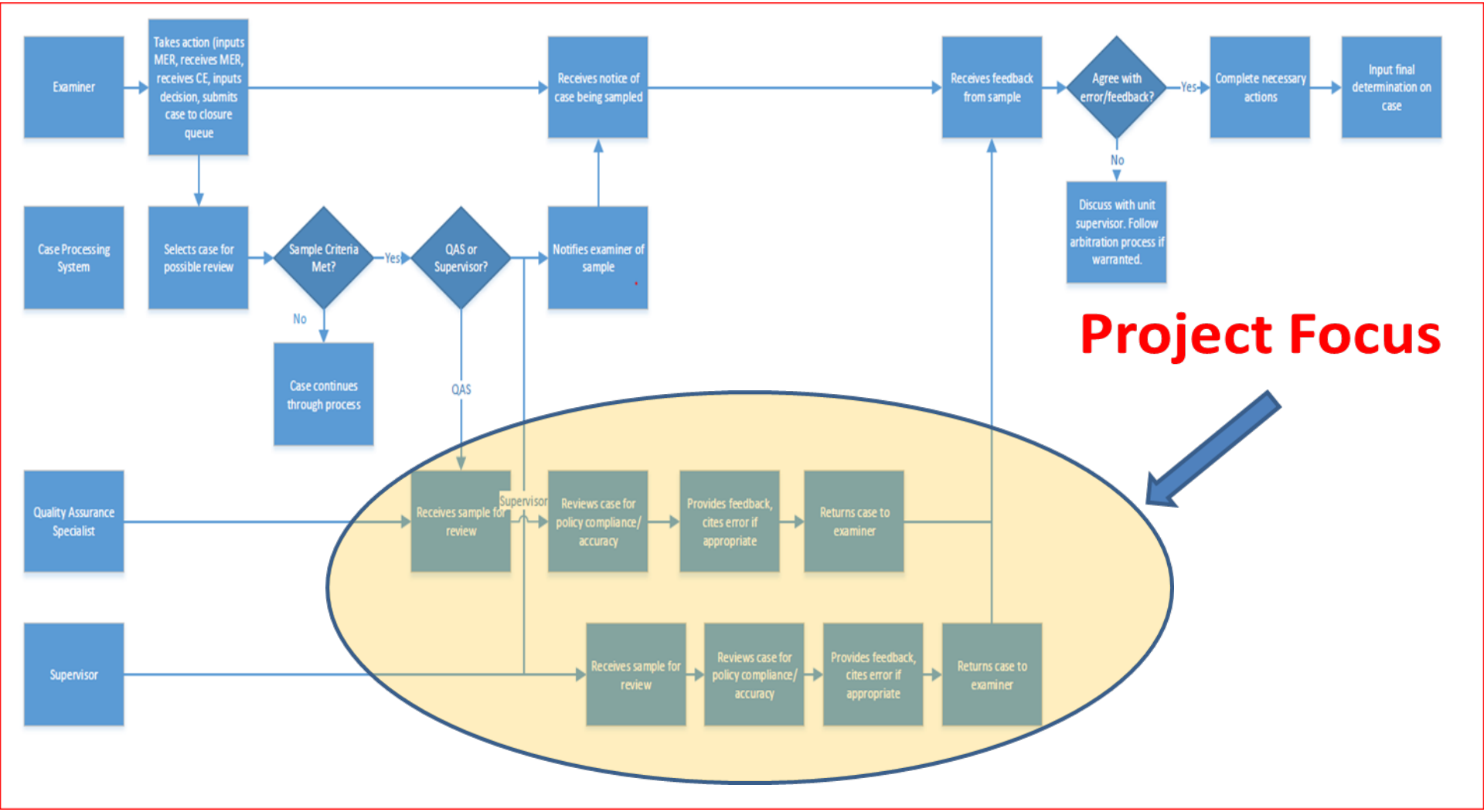
First Step: Claim is selected for quality review

Last Step: Claim is closed from local system

High-Level Process - SIPOC



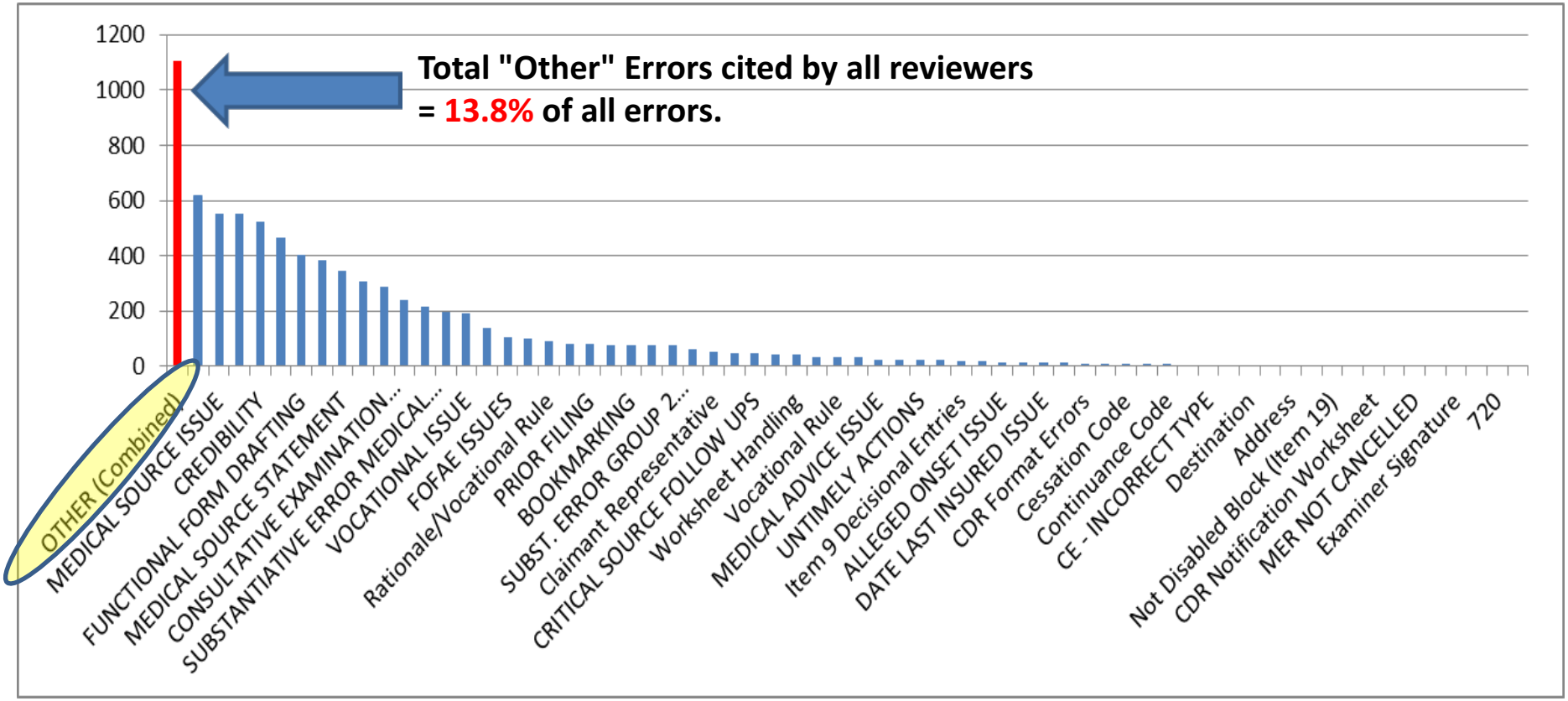
Making the Invisible Visible- Detailed Process Map



Project Goals

- Improve the operational definitions
- Decrease the number of error codes available
- Decrease usage of "Other" as an error code
- Improve consistency of reviews
- Develop a documented procedure with examples

Baseline data



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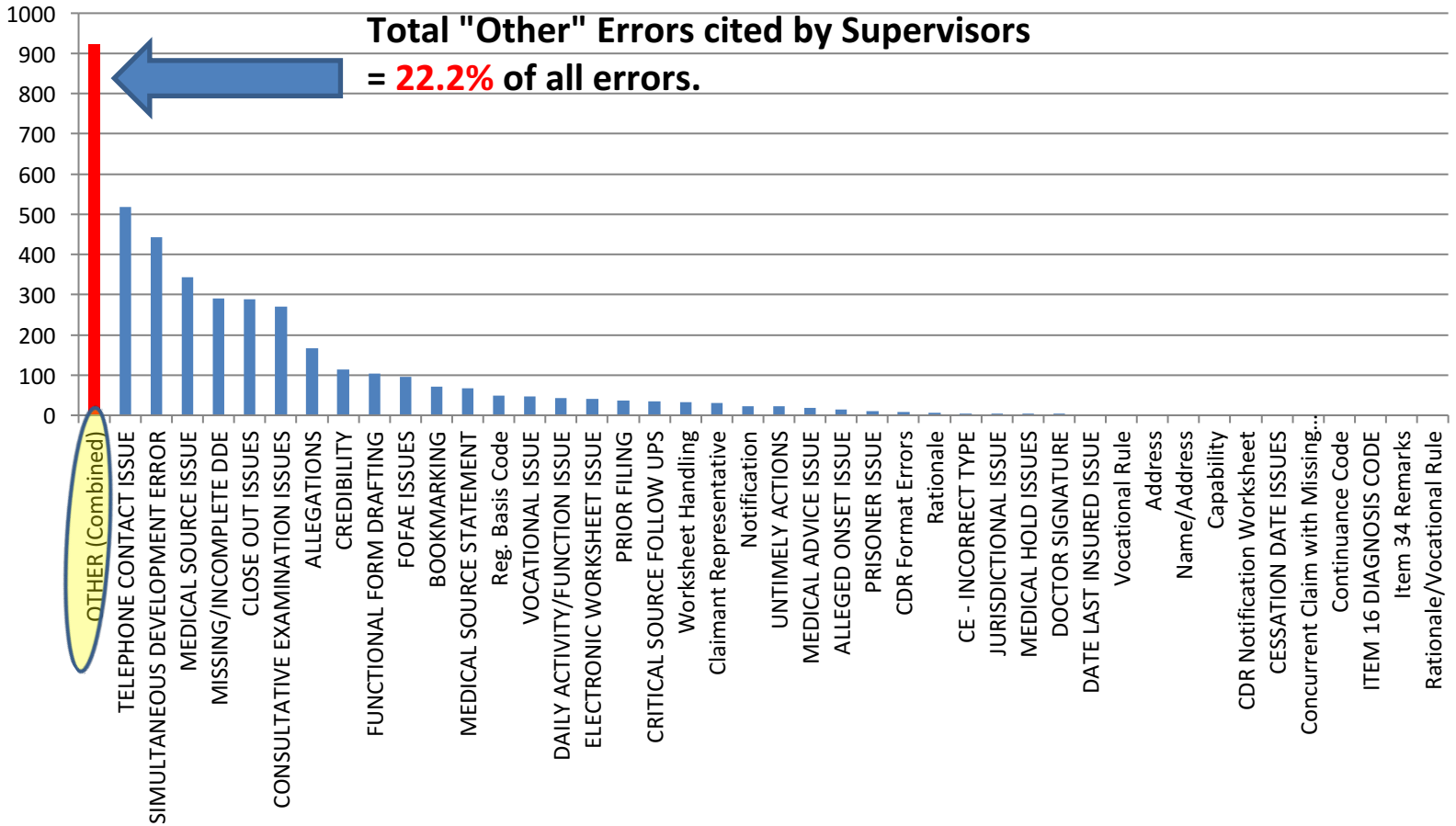

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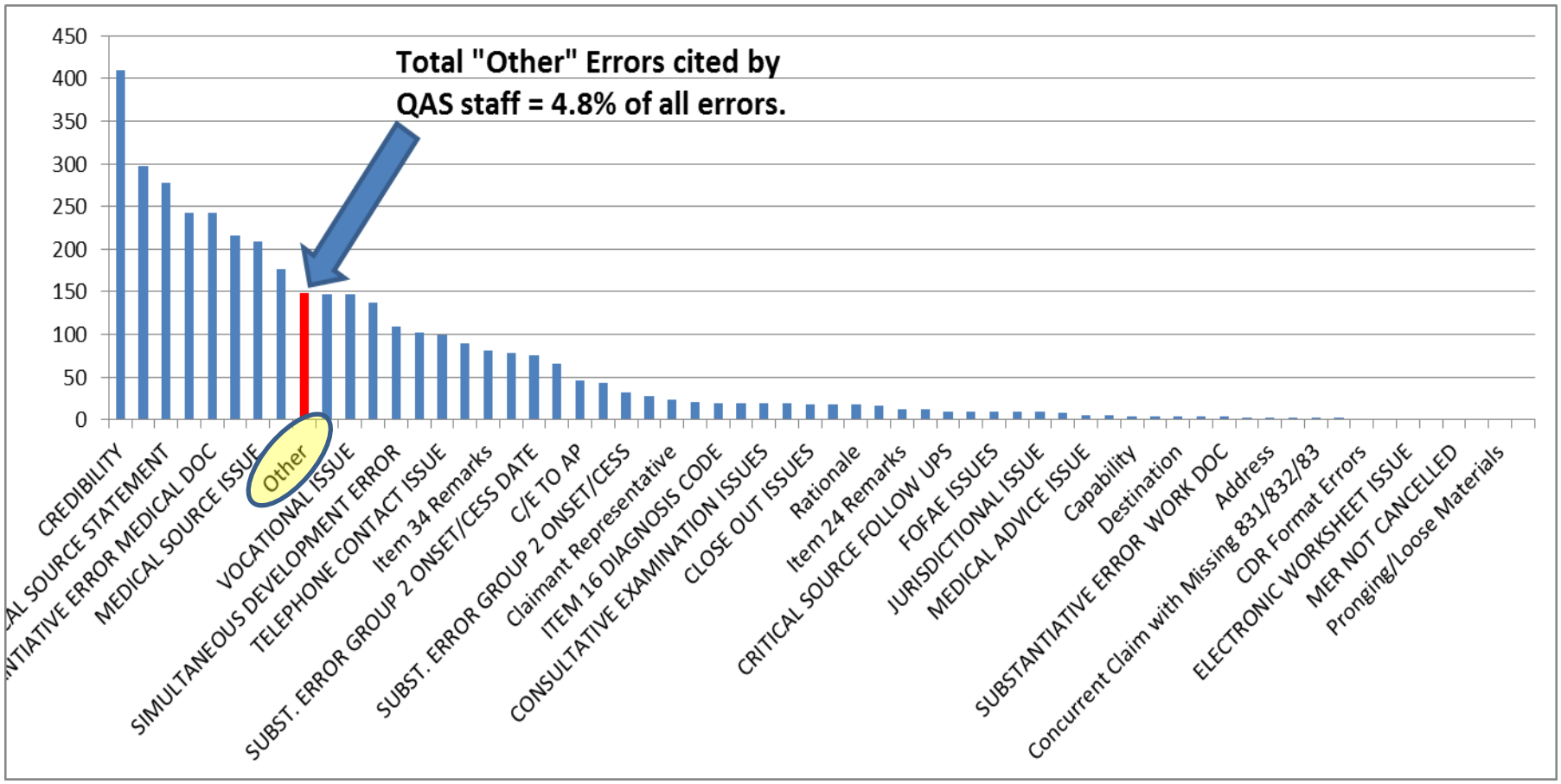

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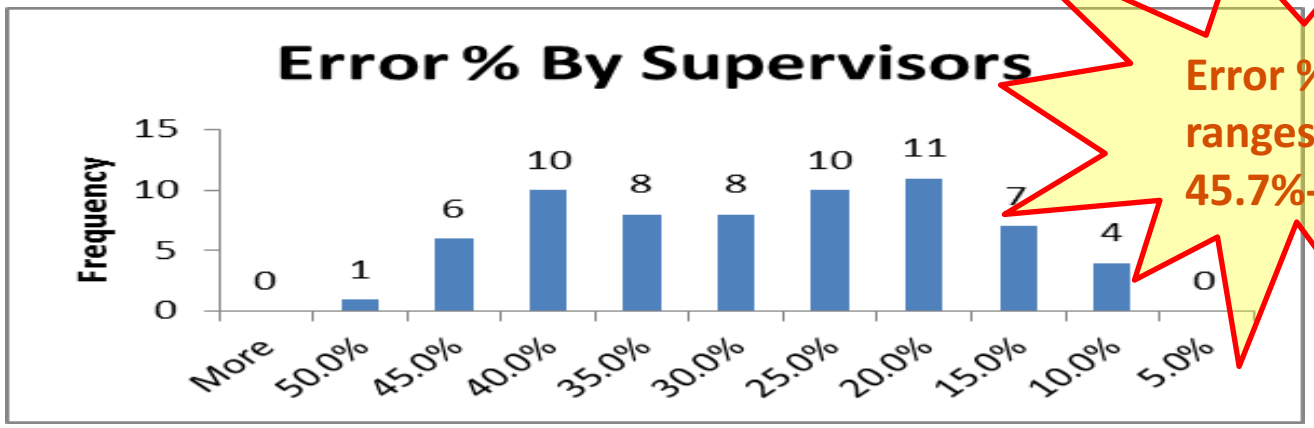
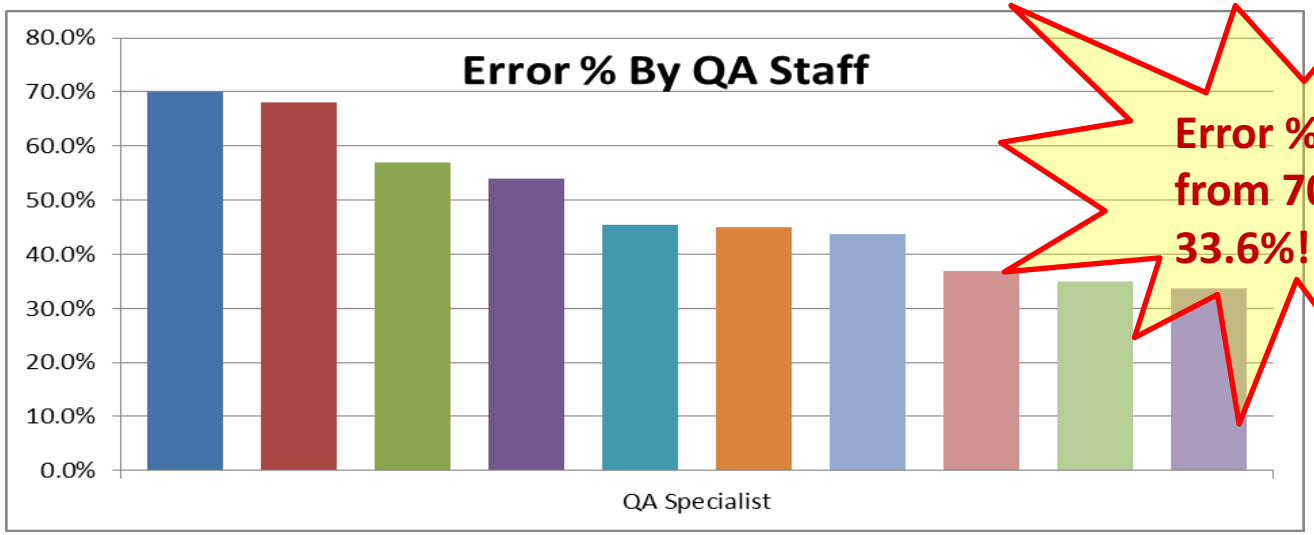


Error % ranges from 45.7%-7.2%!



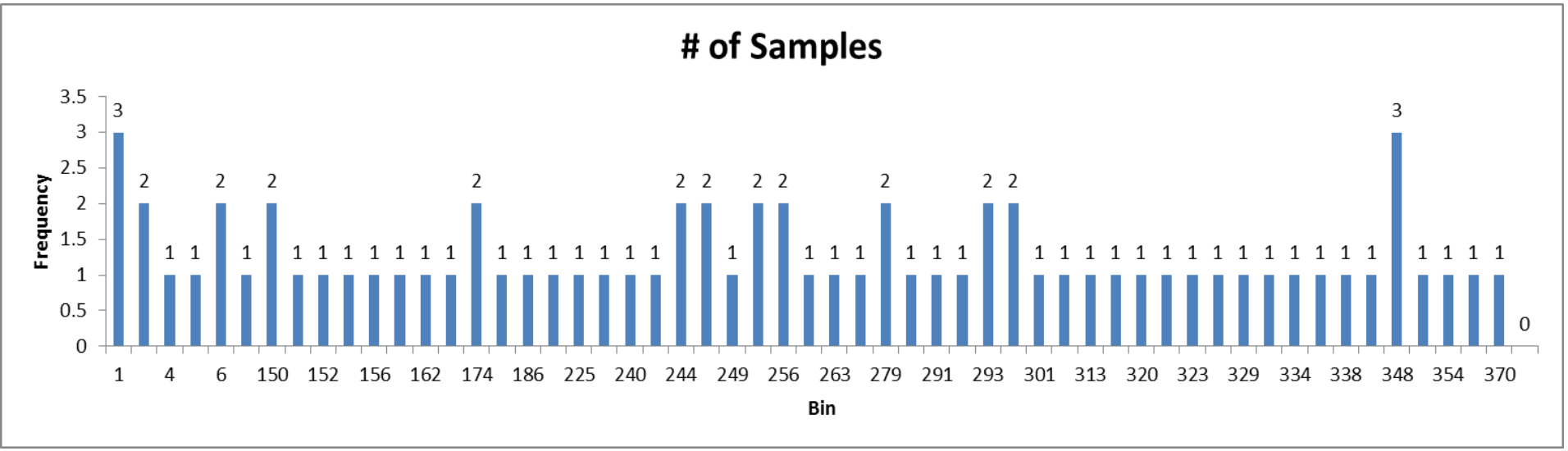
Error % ranges from 70.0%-33.6%!

Data Collection Plan

Measure	Operational Definition	Data Source/ Location	How will data be collected	Who will collect data	When will data be Collected	Sample size	How will data be used?
Types of Errors	Pre-Defined by system	Agency system	Data pulled via interface	Black belt Candidate	December, 2015	24,656	Establish baseline data
Rates of Errors	% of errors vs. total cases reviewed	Agency system	Data pulled via interface	Black belt Candidate	December, 2015	24,656	Establish baseline data
Sample Group	Subset of supervisors and QA staff	Agency system	Data pulled via interface and analyzed to establish representative groups	Black belt Candidate	February, 2016	20 (16 supervisors; 4 QA staff)	Establish representative sample of reviewers

Data Collection Plan:
Stat-Basic Stat-Graphical Summary

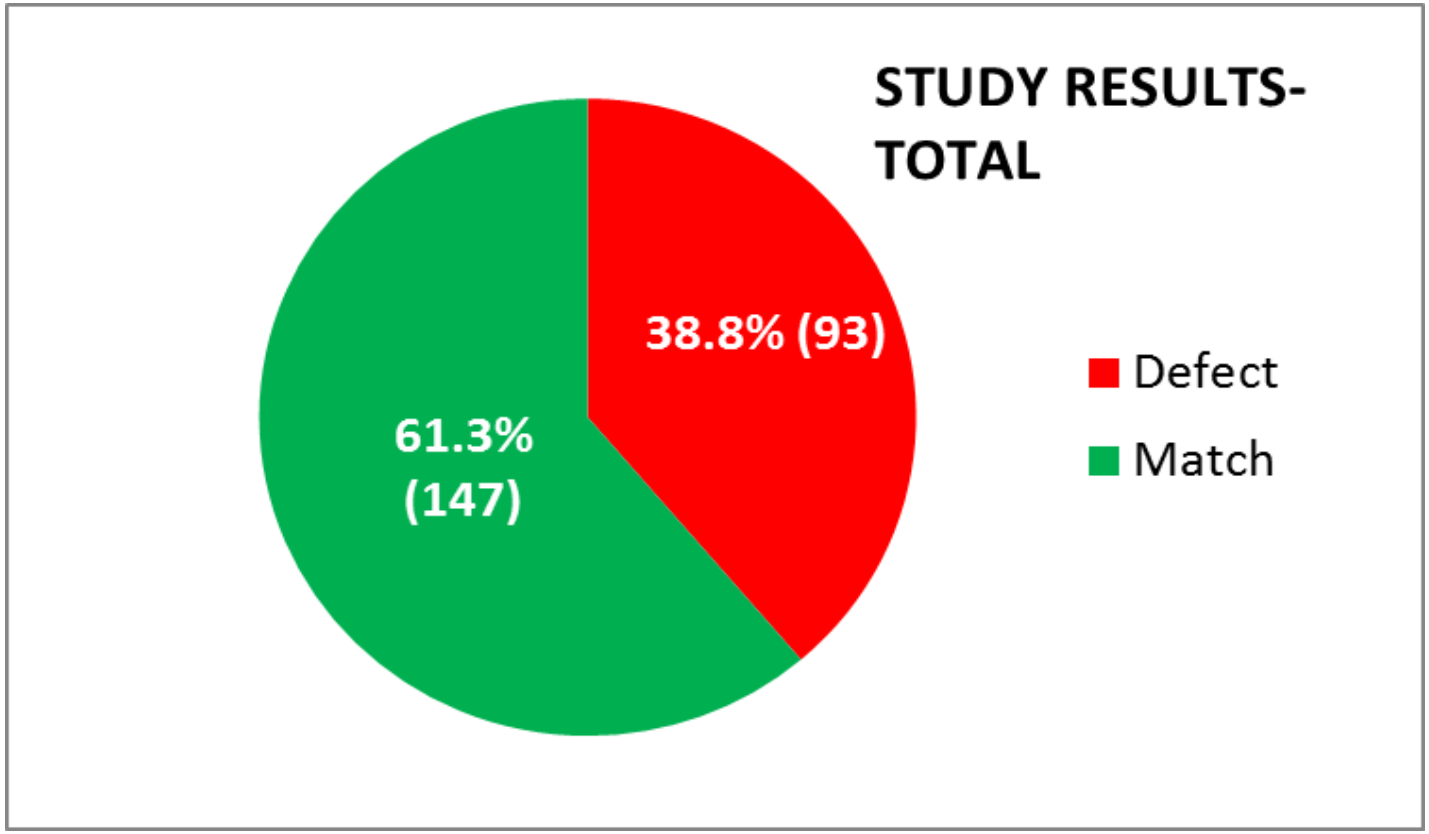
>10 Reviews ONLY	
Mean	265.15
Standard Error	8.585094987
Median	**275.5**
Mode	348
Standard Deviation	66.49985982
Sample Variance	4422.231356
Kurtosis	-1.019262957
Skewness	-0.404976401
Range	**220**
Minimum	**150**
Maximum	**370**
Sum	15909
Count	**60**
Confidence Level(95.0%)	17.17873539



Data Collection Plan: Identifying Defects

Measure	Operational Definition	Data Source/ Location	How will data be collected	Who will collect data	When will data be Collected	Sample size	How will data be used?
Defect-Error Identification	Sample group does not identify an error or mis-identifies an error	Data sheets from sample groups	Study using selected cases and groups	Black belt Candidate		240 (180 cases for supervisors; 60 for QA staff)	To establish consistency of reviews, and identify defects in error identification and error type
Defect-Error Type	Sample group chooses different error type than originally assigned	Data sheets from sample groups	Study using selected cases and groups	Black belt Candidate		240 (180 cases for supervisors; 60 for QA staff)	To establish consistency of reviews, and identify defects in error identification and error type

First Study-Reliability of System



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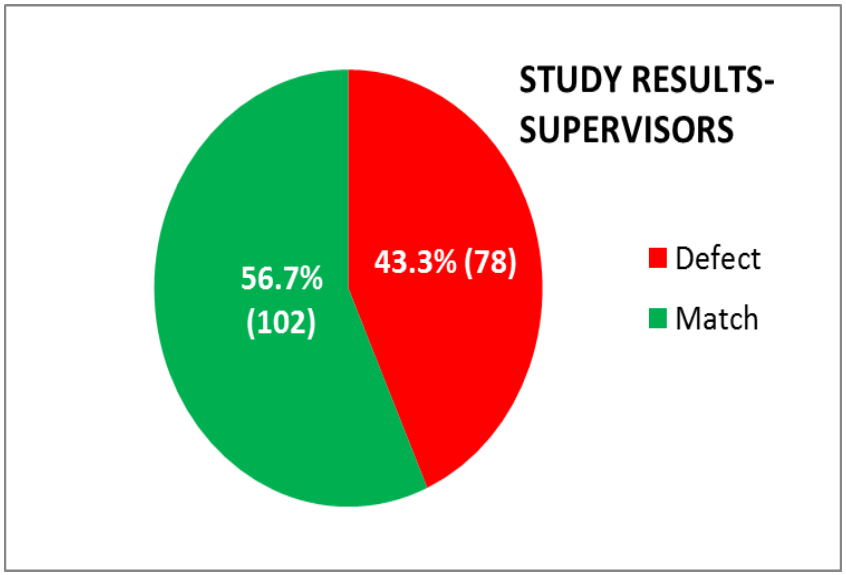

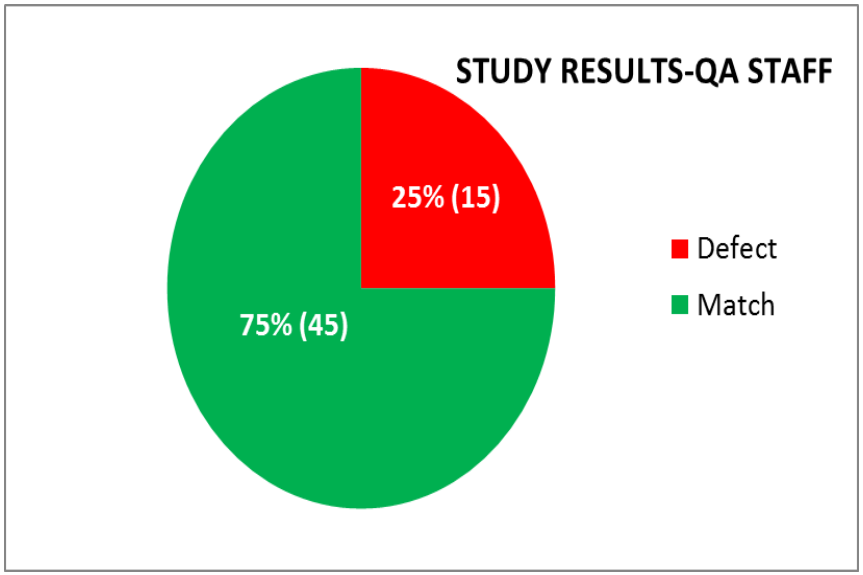

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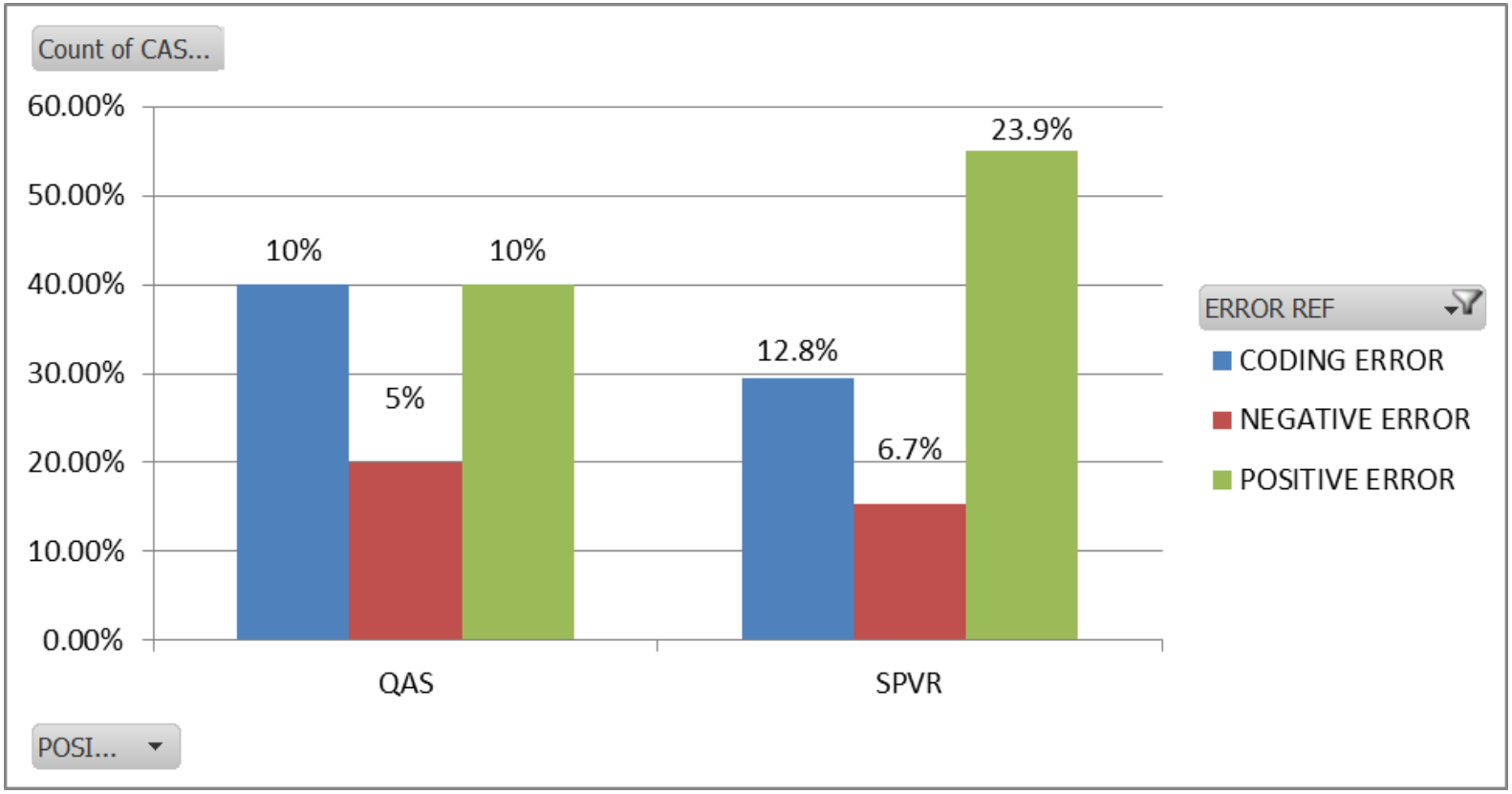
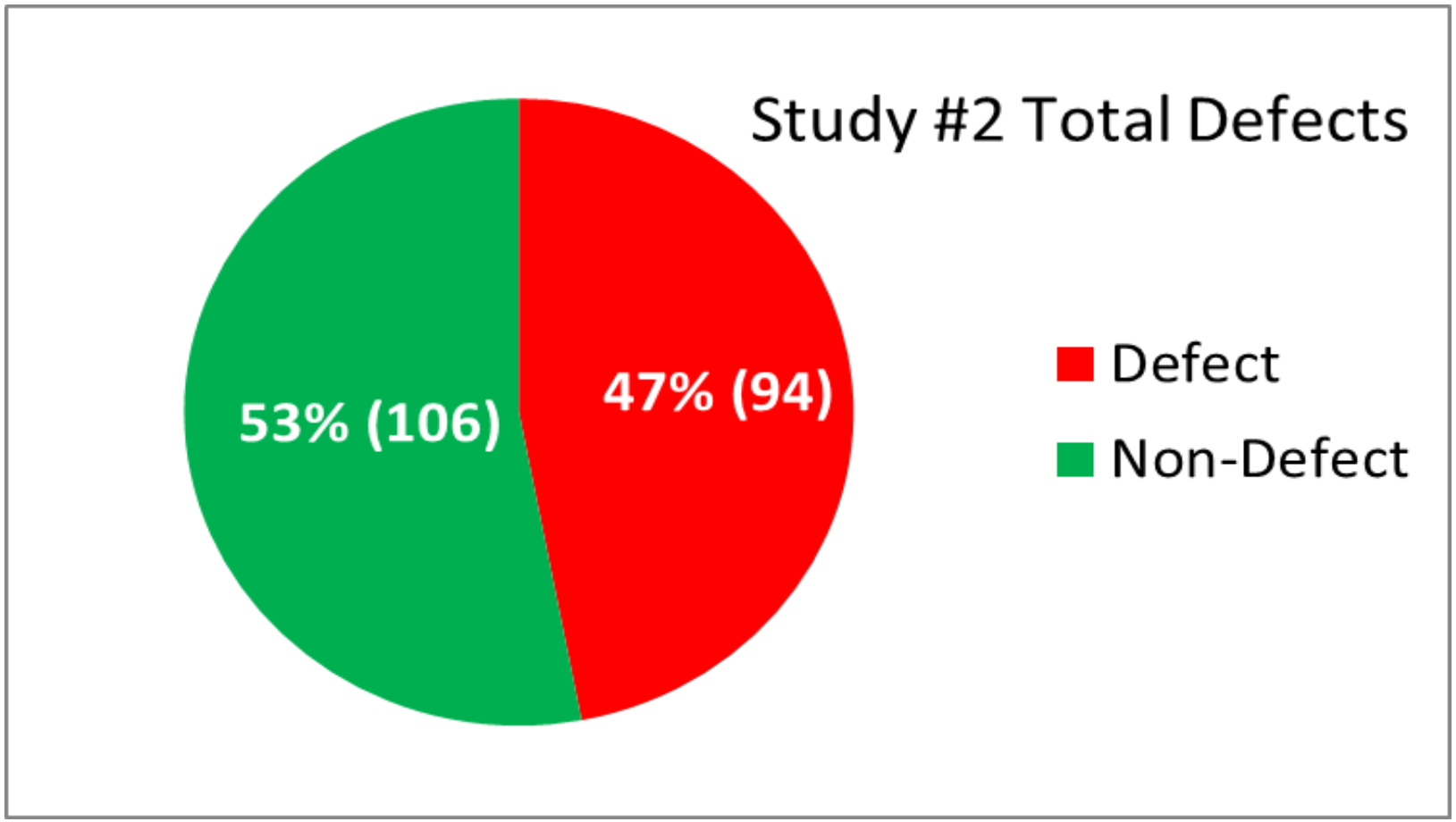


Second Study-Reliability of Reviewer Groups



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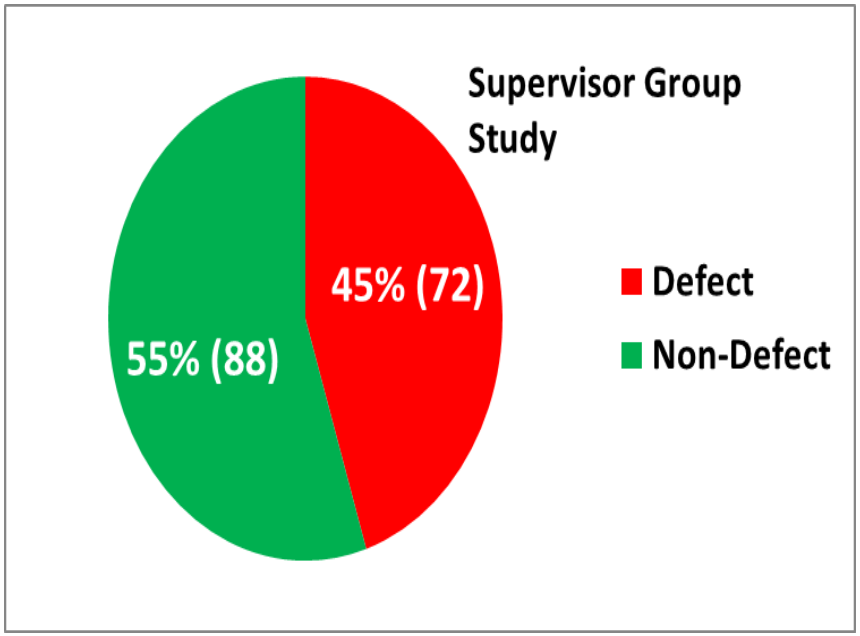

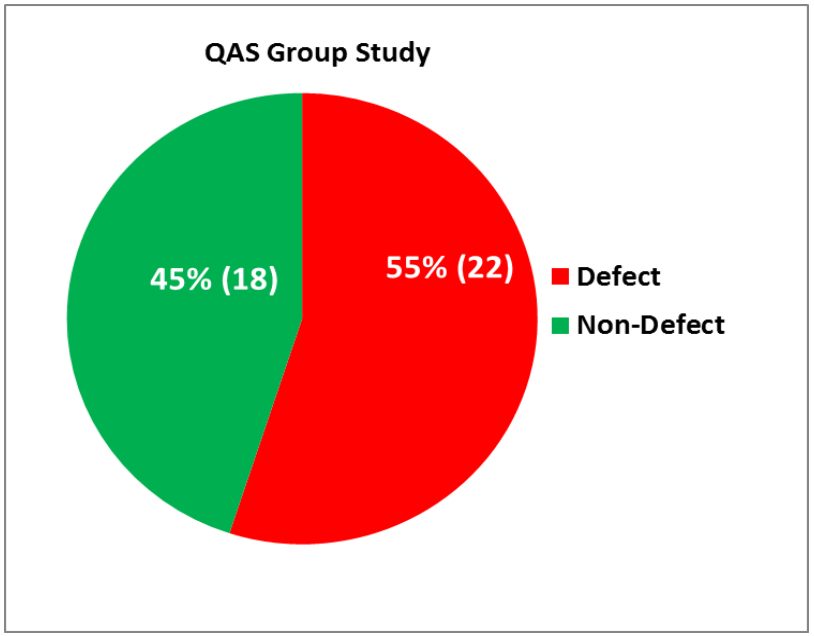

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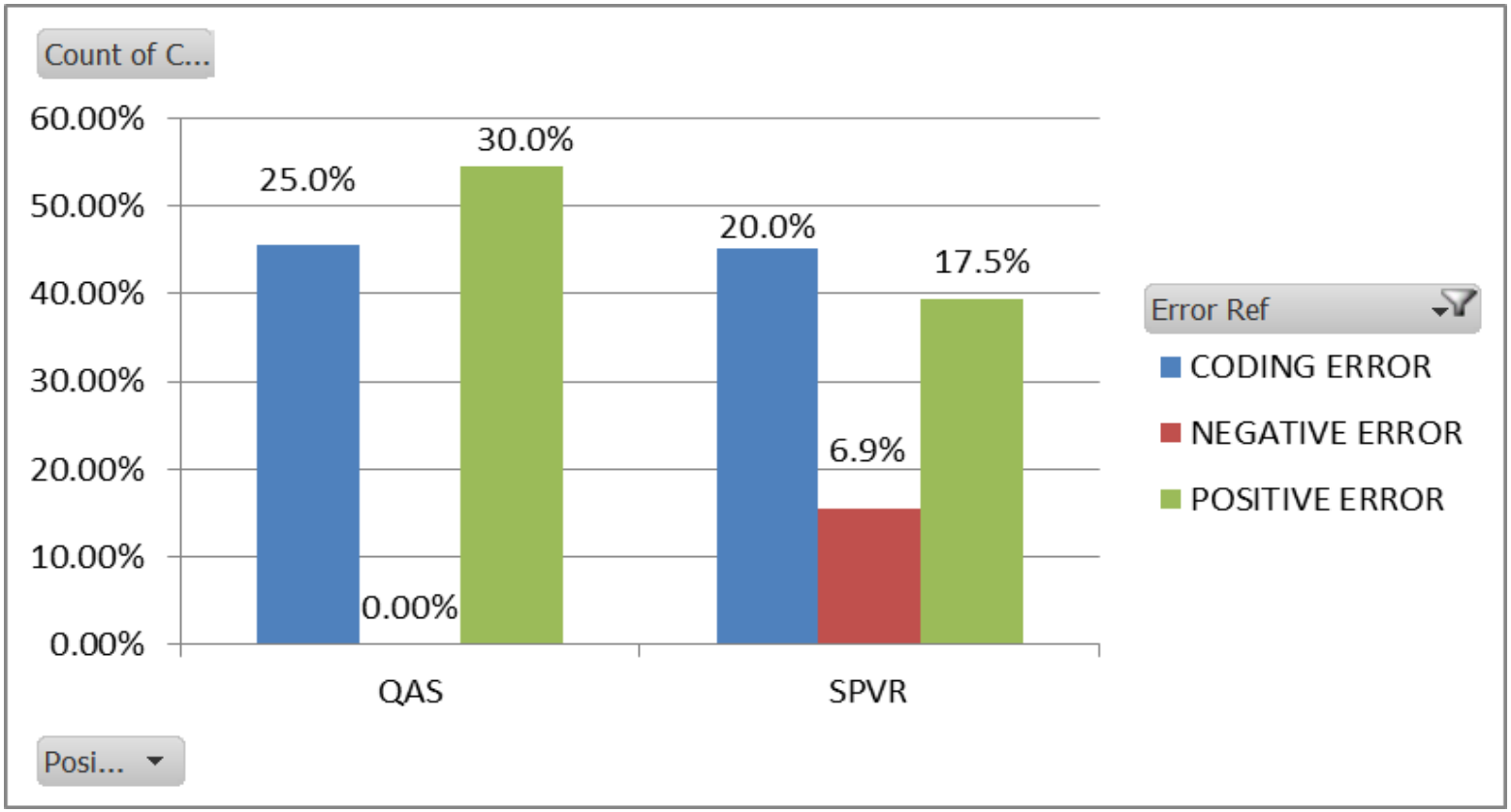


How Do We Fix It?!!

- **Error Codes: Improve operational definitions!**
- **Positive/Negative Errors: FMEA and decision tree**

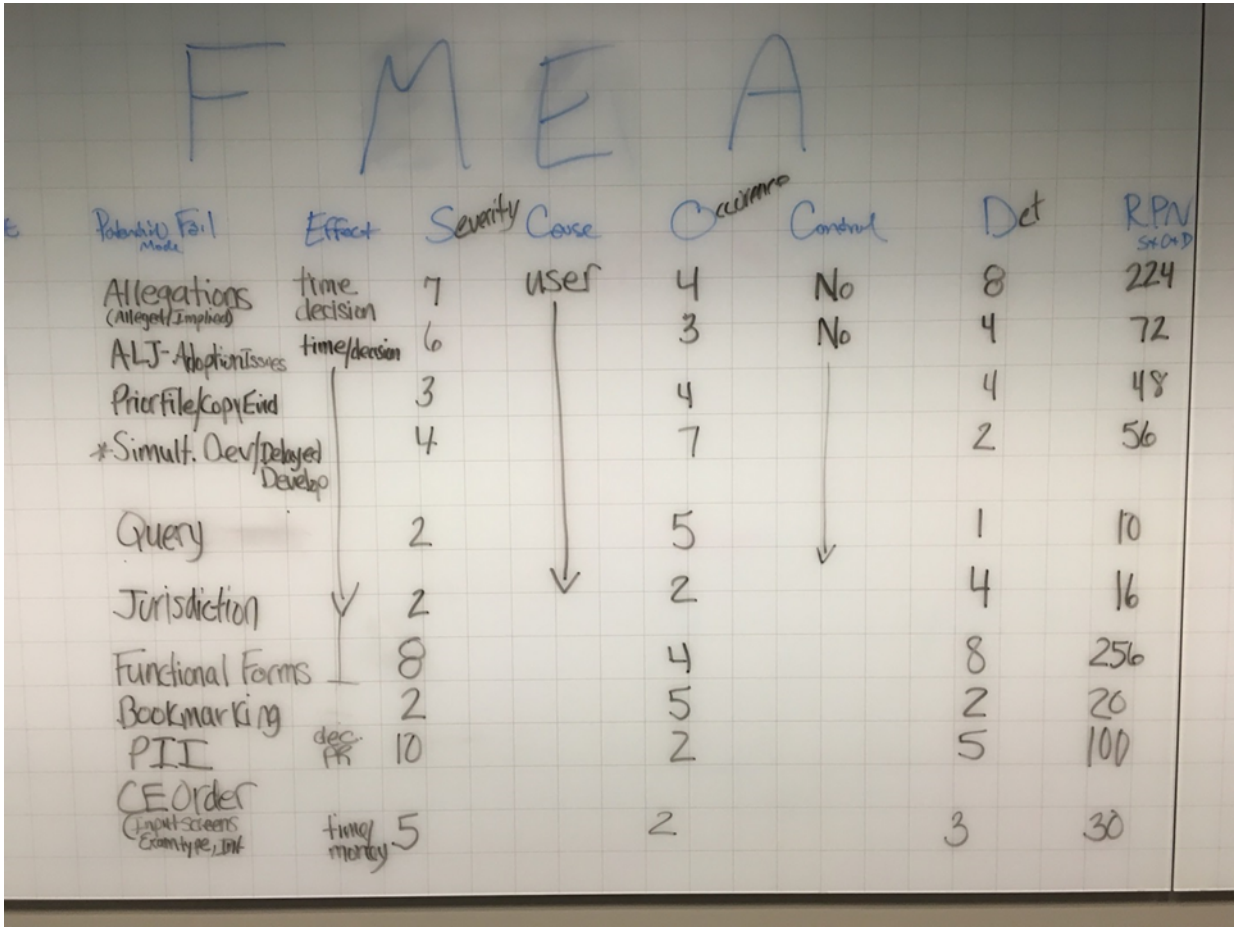
Operational Definitions

- **Camo belt demonstration**
- **Group came up with 40 possible error codes**
- **Decrease of 51% from current state! (83 error codes)**

FMEA & Decision Tree

- **Green Belt Project**
- **Error scenarios established**
- **Severity determined by potential impact to the case**

FMEA & Decision Tree



FMEA & Decision Tree

			FMEA Chart					
Process Input	**Potential Failure Mode**	**Failure Effect**	**Severity**	**Potential Cause**	**Occurrence**	**Current Control**	**Detection**	**RPN**
	FTC- Due process not followed	wrong decision/ time delay/ customer service	9	user error	7	none	7	441
	Allegations (Alleged/implied)	time/ decision	7	user error	4	none	8	224
	Medical Forms	time/ decision	8	user error	3	none	7	168
	Symptoms	decision/ incorrect forms	5	user error	8	none	4	160
	Vocational Page error	wrong decision	8	user error	2	none	7	112
	PII	decision/ public relations	10	user error	2	none	5	100

FMEA & Decision Tree

CFP Forms	
FTC- Due process not followed	441
Allegations (Alleged/implied)	224
Medical Forms	168
Symptoms	160
Vocational Page error	112
PII	100
Medical Source - MSS	100
PDN	84
ALJ - Adoption issues	72
FTC -Due process no actions needed	70
Simultaneous Development / Delayed Development	56
Prior files/ Copied Evidence	48
Impairment Severity Page	48
Wrong source - critical	40
CE order (Input/ exam types)	30
Bookmarking	20
Jurisdiction	16
Wrong source - non critical	12
Queries	10
EWS/CC notes	10
Reg Basis Code	8
Ecat Completion errors	7

Implementation Plan

Task	Who	When	Status
New Error Codes/Operational Definitions	**IT/QA/Mgmt Team**	**11/1/16**	Completed
Decision Tree	**QA/Mgmt Team**	**11/1/16**	Completed
Sample Cases/Training	**QA/Training**	**3/1/17**	In-Progress

Improvement summary

Current Key Issues	How We Improved
Too many error codes!!	Reduced Error Codes by 51%!
Vague operational definitions	Clear, concise operational definitions
No guidance for reviews	Prioritized decision tree

Project Metrics

Measure	Result		
	Before	After	Difference
# of Error Codes	83	40	-43 (51%)*
Usage of "Other" Error Code	22.2%	<5%	-17.2%
Spread of Cases with Errors for QA Staff	36.4%	21.4%	-15%
Spread of Cases with Errors for Supervisors	38.5%	23.5%	-15%

Project Benefits - Intangible

- **Improved customer confidence in process**
- **Feedback more meaningful at a glance**
- **Trends more readily identified**
- **Development of consistent methodology for review of work**

Control/Follow-Up

- Repeat study every 6 months
- Review error codes and operational definitions at 6 month mark

Special *thanks* to…

Senior Leadership:

Kevin Miller, Executive Director

Bill Bishilany, Assistant Executive Director

Erik Williamson, Deputy Director

Sponsor:

Erik Williamson, Deputy Director

Mentor:

Tom Melfo, Assistant Deputy Director & Black Belt

Camo Belt Candidate:

Kimberlyn Price

Green Belt Candidate:

Justin Helinski

Subject Matter Experts:

Heather Graham

Beth Stephens

Paul Spencer

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Paul Spencer
Elizabeth Baker
Heidi Block
Kristen Caldwell
Ray Rhone
Stephanie Hupp-Miller
John Clifford
Lisa Comer
Amy Coverdale
Dan Cuda
Brad Dickson
Philana France
Naomi Allen
Jennifer Nowlin
Kristin Garrett
Lisa Handschumacher
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Julie Keel
Scott Maietta
Jaime McVay
Tricia Bavis