

# DISABILITY HEARINGS UNIT PROCESS

**Lean Six Sigma**



**Project Report Out**

March 19, 2015

# TEAM MEMBERS

**Sponsor:** Teresa Gray, Assistant Deputy Director

## Subject Matter Experts:

Kristin Casebolt, Laura Dunipace, Dawn Kneessi, Andrea Leonard, Delonda Mayle, Jill McQuaide, Ron Moreno, Christian Mortach, Wendy Rutter, Paula Stoffel, and Courtney Yoho

## Green Belt Candidates:

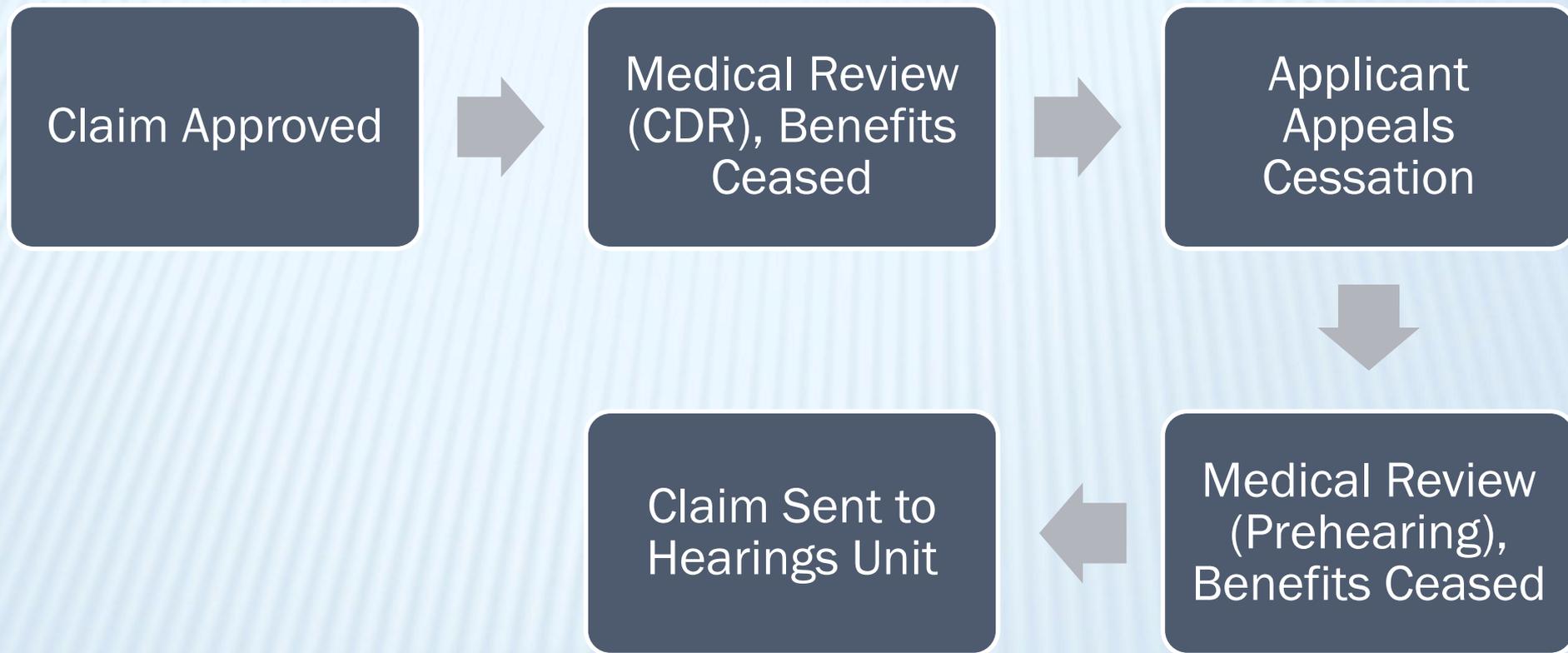
Heather Graham (Lead), Lori Carter, Michelle Cunningham, Mary Kotynski, and Dara Turner

**Mentor:** Tom Melfo, Assistant Deputy Director

# STAKEHOLDERS

- ❖ Claimants & Beneficiaries
- ❖ Social Security Administration
- ❖ Tax Payers
- ❖ Opportunities for Ohioans with Disabilities (i.e. Administration, Disability Hearing Department)
- ❖ Representing Advocacy Groups
- ❖ Medical & Non-medical Sources of Information
- ❖ Collaborative Partners at Hearing Locations

# DISABILITY HEARINGS UNIT (DHU) OVERVIEW



# BACKGROUND

- The intake of Continuing Disability Review (CDR) hearings is expected to increase.
- The current backlog is approximately 1200 cases.
- The current percentage of hearings kept is 57%.



# SCOPE OF PROJECT

First step in the process

- Hearing case receipted in DHU.

Last step in the process

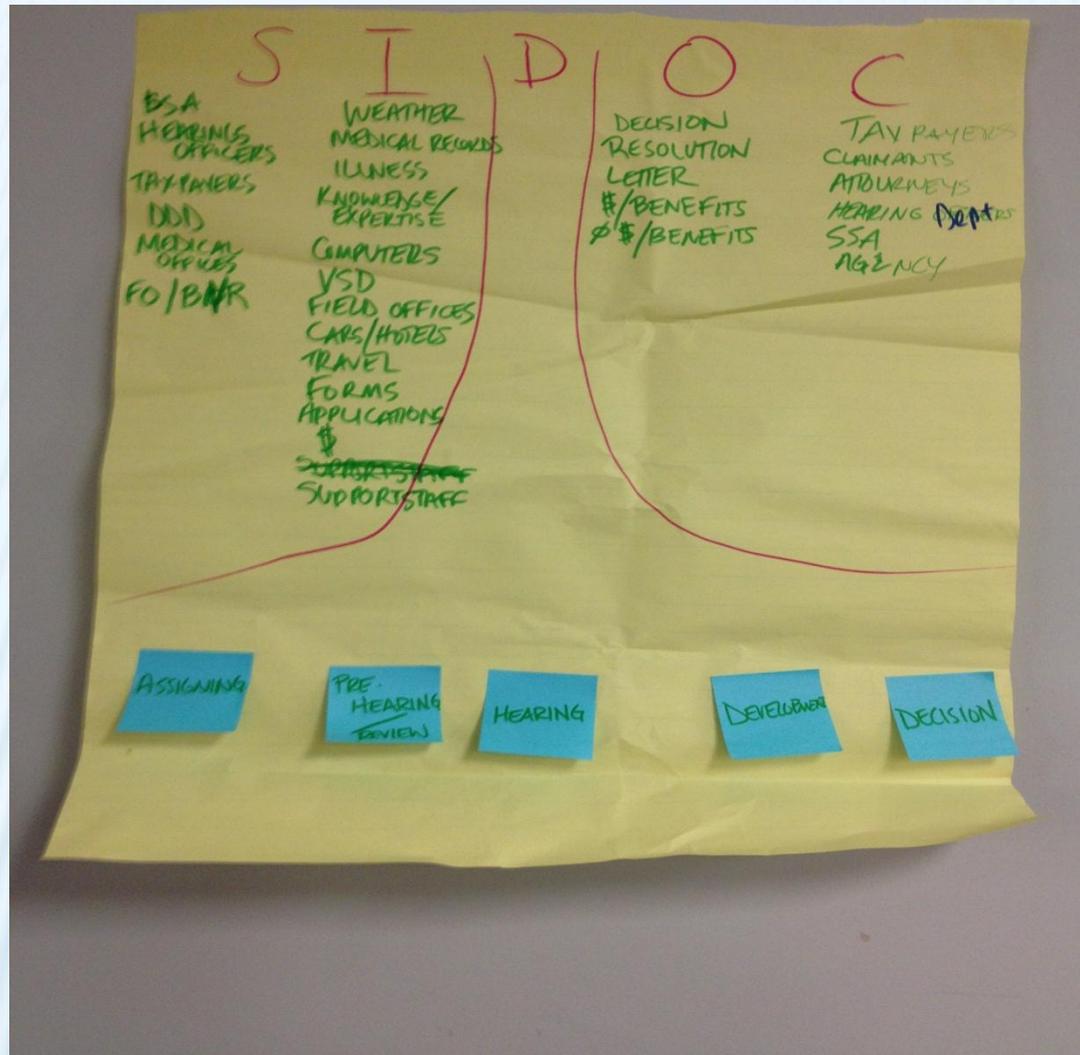
- Date of hearing or date of waiver assigned.



# PROJECT GOALS—THE FIVE I'S

- Increase the percentage of hearings kept
- Identify waste/delays in the process
- Increase claimant involvement
- Introduce the option of phone hearings as part of monthly scheduling
- Initiate consistent case analysis and development prior to hearing when appropriate

# HIGH LEVEL PROCESS: SIPOC



# OPERATIONAL DEFINITIONS

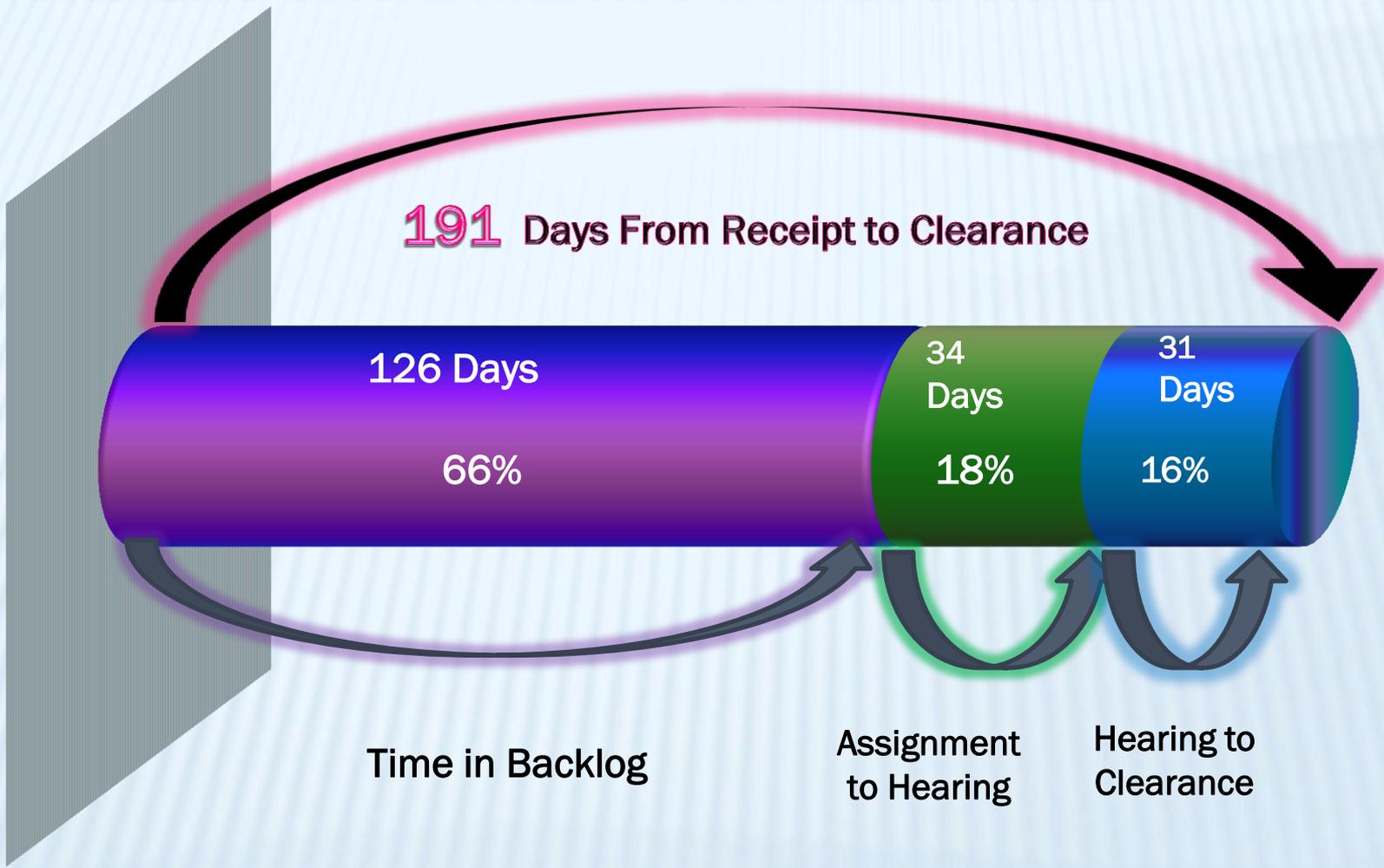
- Waiver
- Reversal on the Record (ROR)
- Assignment



# DETAILED PROCESS MAP

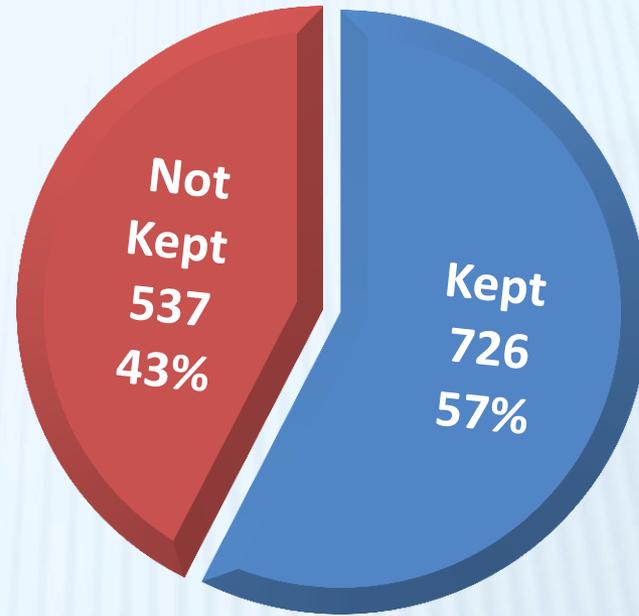


# CURRENT STATE MEAN PROCESS TIME

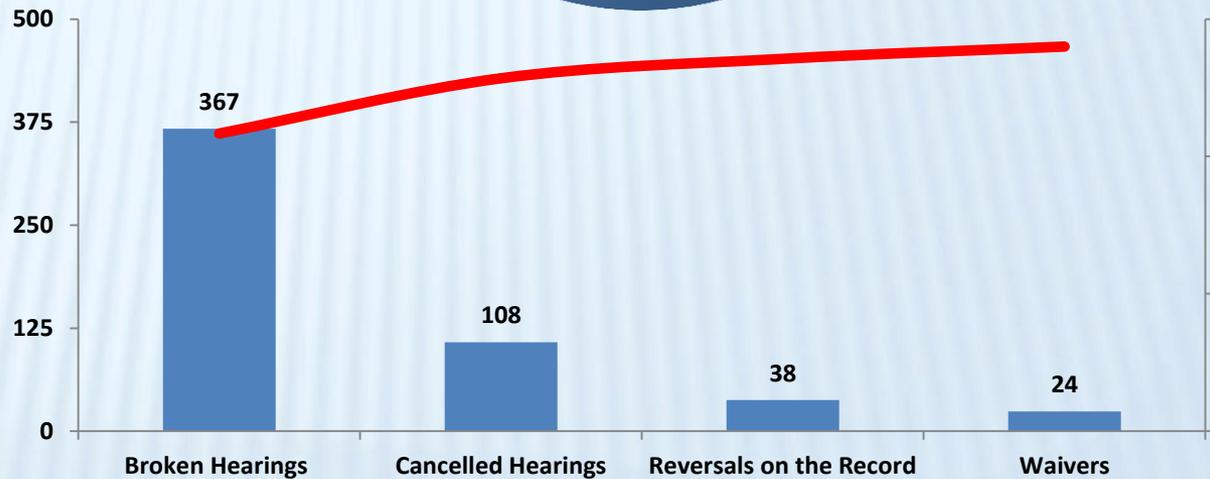


# BASELINE DATA (JUNE 2014 THROUGH DECEMBER 2014)

*Little Active Communication between Claimant and State prior to hearing*



“Broken” encompasses over 68% of missed opportunities



# BASELINE DATA

- Over Processing
  - 36% Overall
  - As many as 10 assignments on a single case



\*Although the Disability Hearings Department averaged **176** clearances per month, they also averaged **235** new cases into the department during that same period of time.

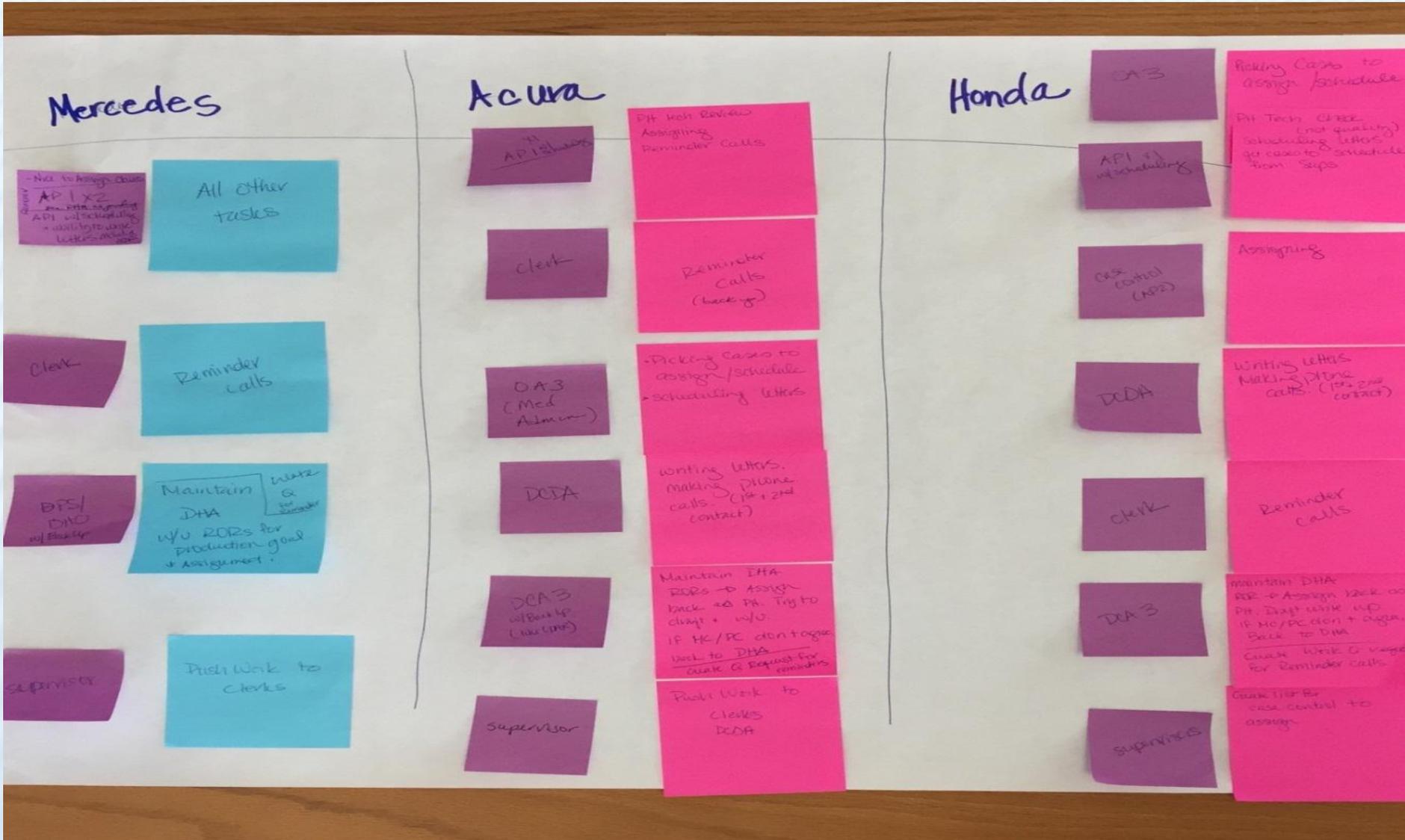
# PROJECT METRICS

- Mean Processing Time from Assignment
- Volume of Completed Hearings
- Percentage of Hearings Kept
- Cost Savings
  - Cost Per Case
  - Diminishing Travel

# FUTURE STATE MAP

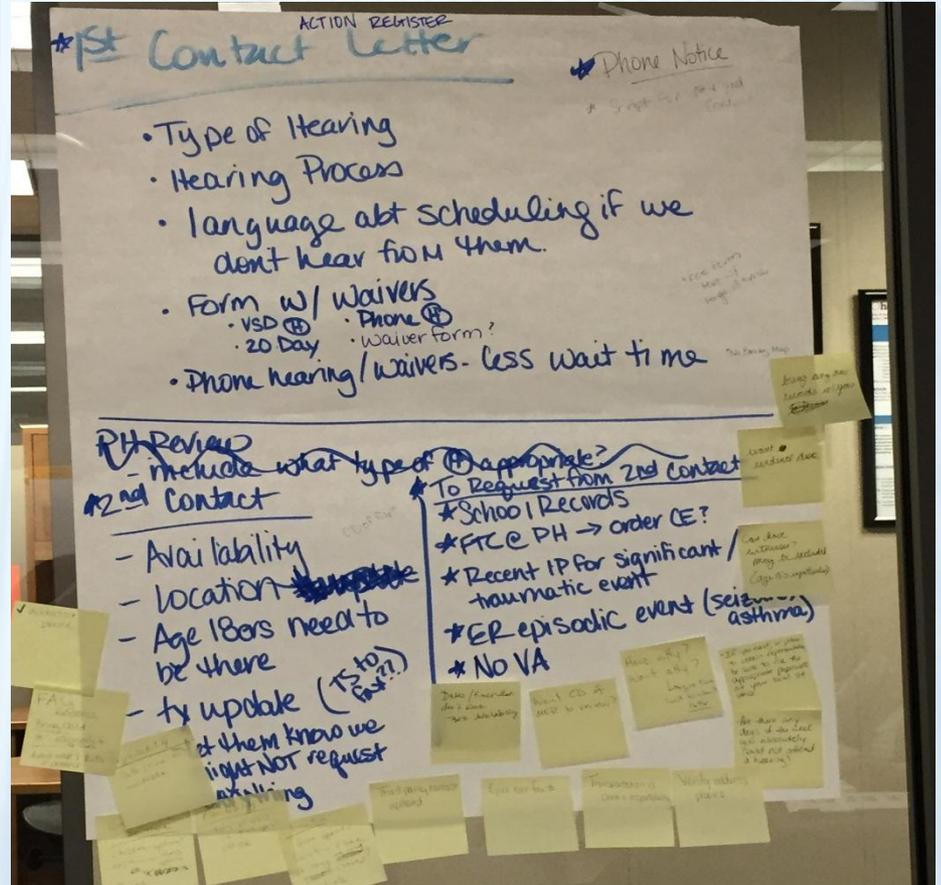
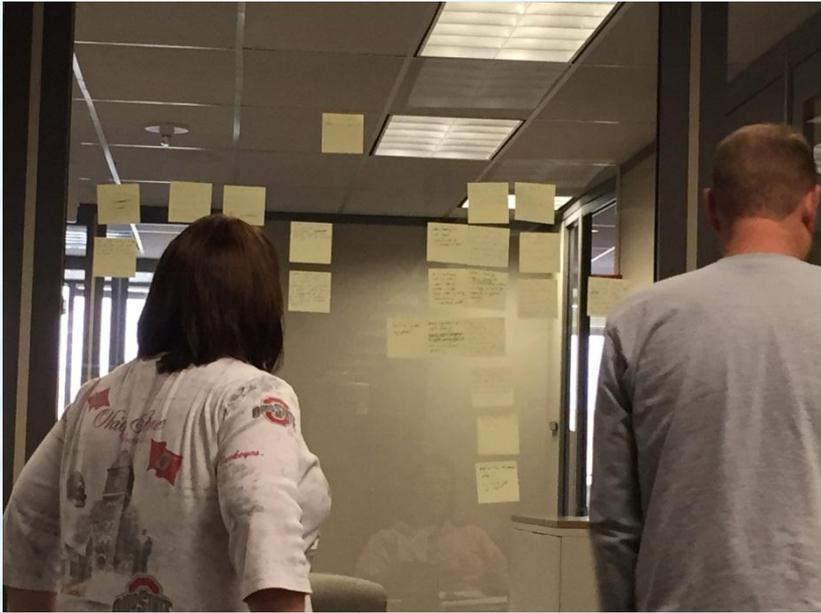


# WHICH CAR DO YOU WANT TO BUY?

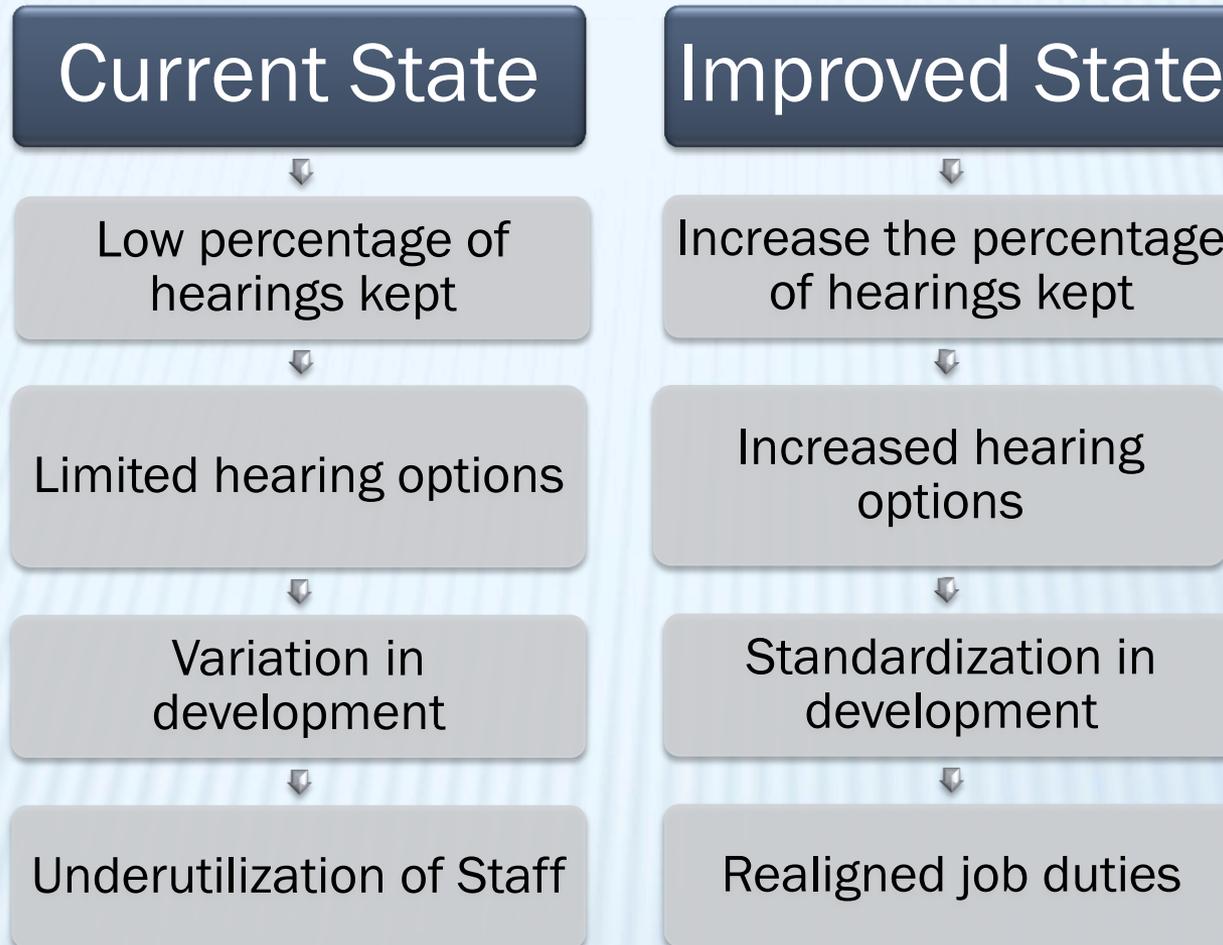




# PRE-IMPLEMENTATION BRAINSTORMING



# IMPROVEMENT SUMMARY



# ACTION REGISTER

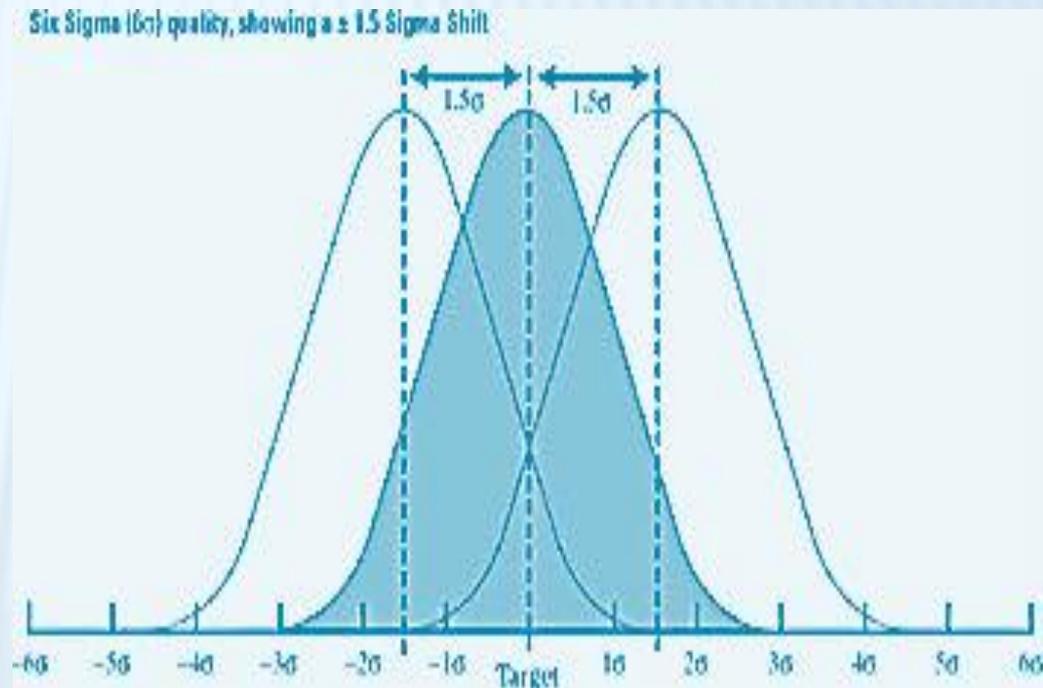
| Task                 | Who                     | When     | Status        |
|----------------------|-------------------------|----------|---------------|
| First Contact Letter | Team Members            | 03/04/15 | Policy Review |
| Position Description | L. Carter               | 02/12/15 | Completed     |
| Second Contact FAQ   | Team Members            | 03/05/15 | In Progress   |
| Policy Update        | D. Turner,<br>H. Graham | 04/15/15 | In Progress   |

# COMMUNICATION PLAN

| Audience                                     | Message  | Who                                 |
|--|--|-------------------------------------|
| Disability Hearings Officers                 | Future Maps and performance expectations   | Greenbelt team and unit supervisors |
| Administrative Professionals 1               | Job duty changes, training on new process  | Greenbelt team and unit supervisors |
| Disability Claims Development Analyst (DCDA) | How to handle phone calls for hearings unit and provide Frequently Asked Questions sheet | Supervisor of Hearings Officers     |
| Management of DCDA                           | Phone calls prior to exams- expectations<br><br>How to handle new letters                | Supervisor of Hearings Officers     |
| Managers and Directors                       | Overview of changes  | Greenbelt team                      |

# CONTROL PLAN

- Publication of Policies/Procedures
- Monitor Metrics every 3 months
- Constantly evaluate the process and adjust as needed
- Develop Resources



# PROJECT BENEFITS

- ❖ Simpler
- ❖ Faster
- ❖ Better
- ❖ Less Costly



# **SPECIAL THANKS TO...**

## **Senior Leadership:**

Kevin Miller, Executive Director, OOD

Bill Bishilany, Assistant Executive Director,  
OOD

Erik Williamson, Deputy Director DDD/ODD

Rhonda Tanner, Assistant Deputy Director

**Sponsor:** Teresa Gray, Assistant Deputy  
Director

**Black Belt/Mentor:** Tom Melfo, Assistant  
Deputy Director