



Bureau of Workers'
Compensation

Lean Six Sigma Project Report Out
Scottie P Powell
Ohio Bureau of Workers' Compensation
January 19, 2017

% Permanent Partial Award

% PP, Yeah you know me!



BWC

Brian Trinckes
Shawn Crosby
Jim Lalley
Aaron McGraw
Amy Hull
Susan Scharthi
Gina Bever
Janeece Keyes-Shanklin
John Koehl
Jennifer Hjelle
Amy Bryant
Cynthia Risby
Therese Gallagher
Vicki Titus
Mara Marnocha
Lashonda Thompson- Napier
Caren Steller

ODOT

Megan Gump - Fresh Perspective

Background

- %Permanent Partial (C92)
 - A certain amount of permanent damage (called residual damage) may remain as a result of the injury. %PP is commonly referred to as a C-92 award approved for residual impairment resulting from an allowed injury or occupational disease according to [ORC 4123.57](#).
- Increase in %Permanent Partial (C92A)
 - Claimant is requesting an additional award at such time that the percentage of permanent partial disability has increased over the percentage previously determined.

Background

- Currently, BWC processes approximately 26,000 applications per year. The administrative time spent and associated costs to complete this process are large; however, the award amounts is often minimal.
- BWC experiences numerous delays in the C92 processing and exam scheduling requirements for these requests. There may be opportunities to streamline/eliminate unnecessary steps in handling these award types

Background- Scope

- 40% of the C92/C92a applications we receive are completed beyond the targeted goal of 180 days for completion.

- Scope:

First Step: Receive application from Injured Worker Customer.

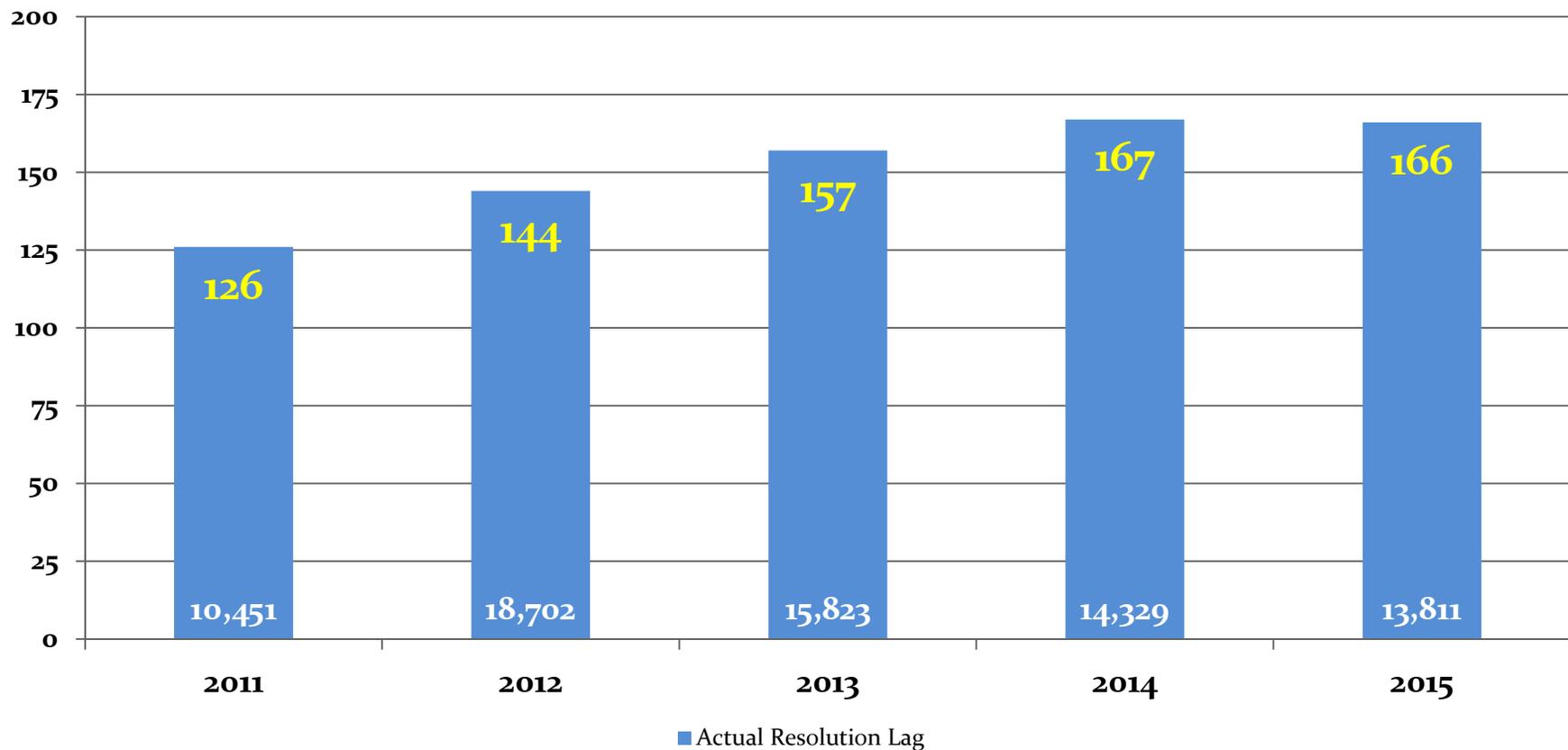
Last Step: %PP Award granted and paid to the Customer.

Project Goals

- Simplify Process and improve processing and compensation timeframes.
- Create an exam packet standard that removes unnecessary items.
- Reduce exam “No Show” rate.
- Enhance and evaluate multiple forms used in the process.

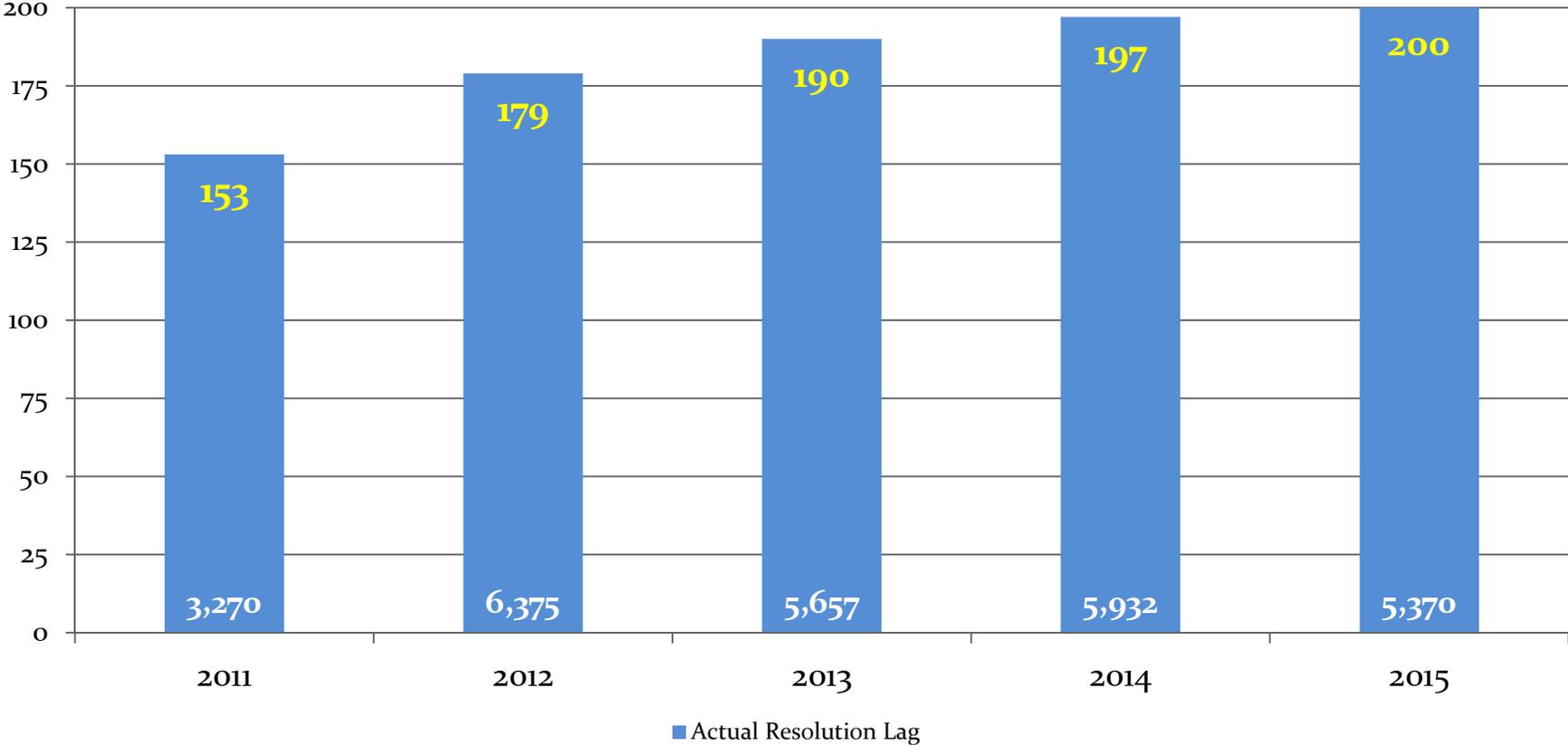
Average Days to Completion C92

C92 Average Resolution Lag



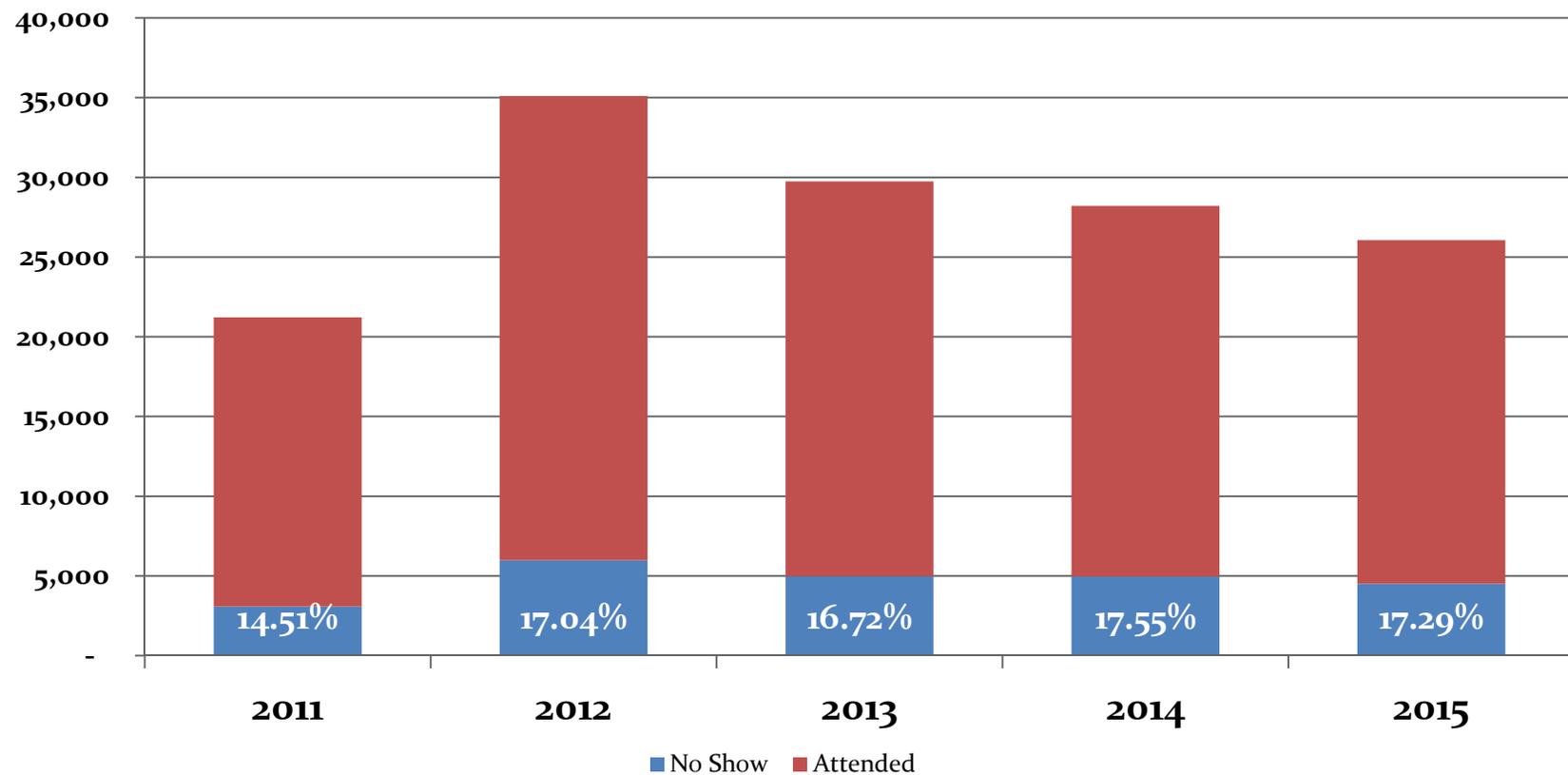
Average Days to Completion C92A

C92A Average Resolution Lag

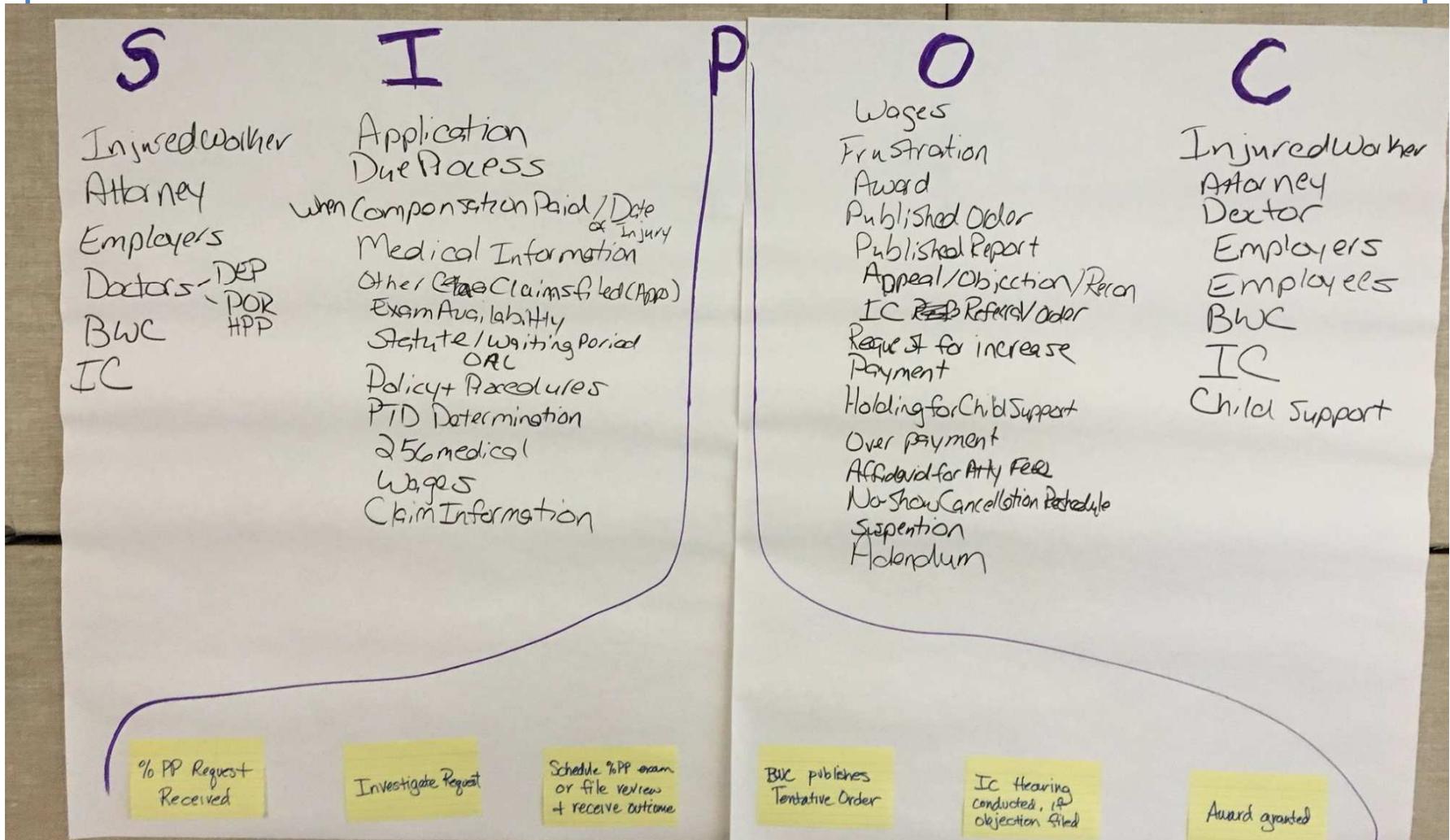


Exam Data

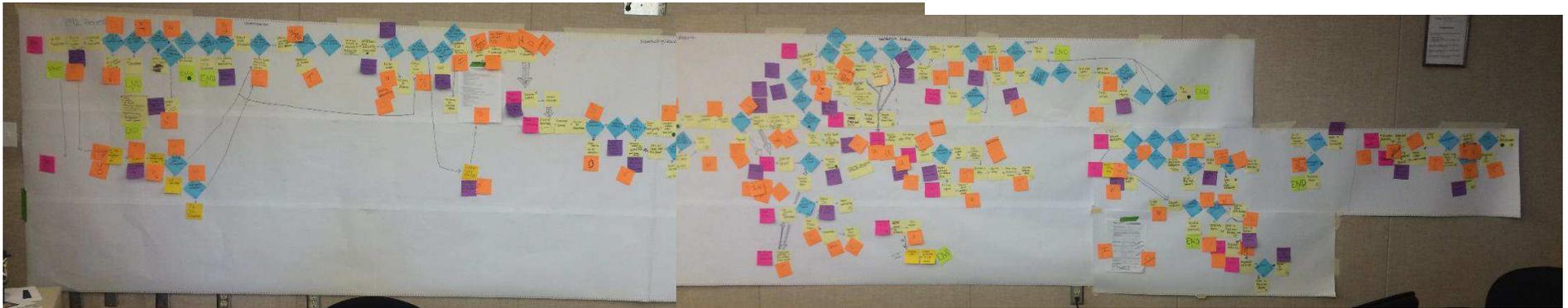
Exam Attendance by Year



High level process - sipoc



Current State

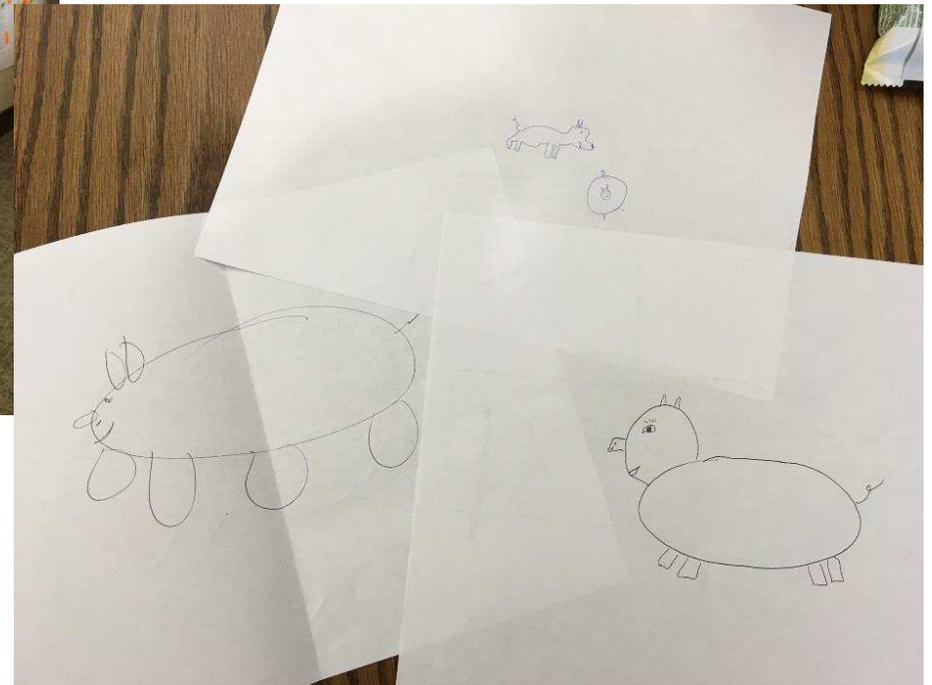


Current State	
Process Steps	199
Decision Points	56

Identifying Waste and Standardization



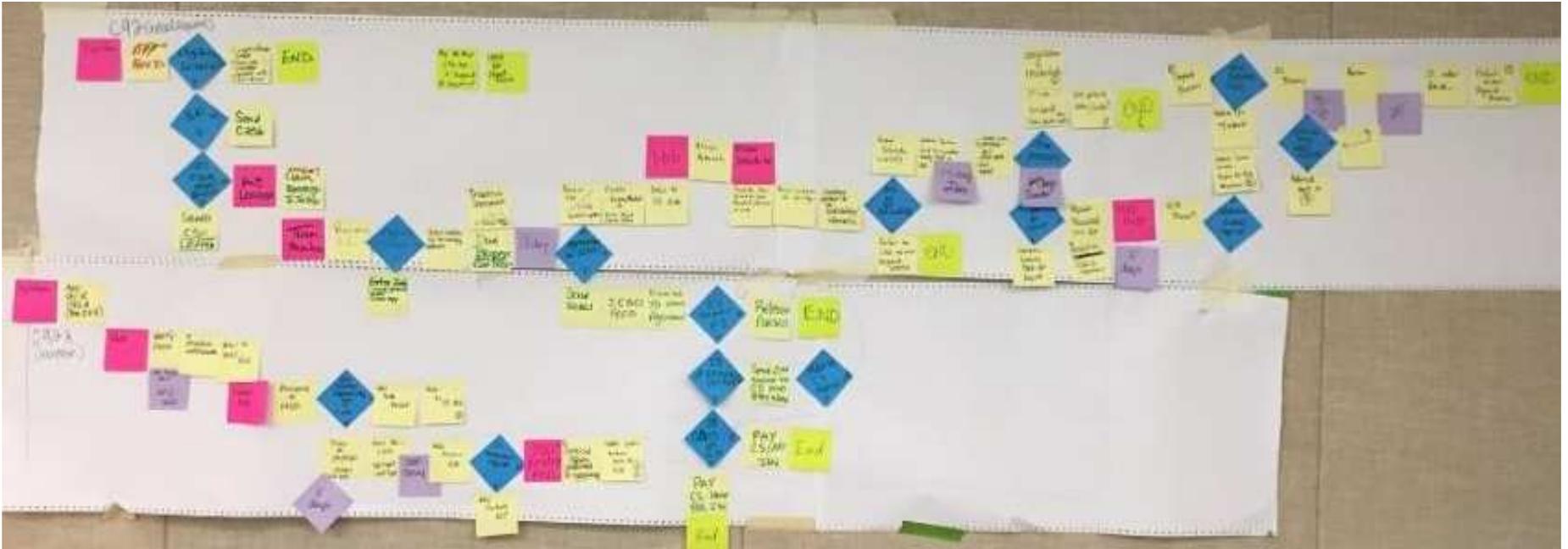
TIM U WOOD



SIMPLER. FASTER. BETTER. LESS COSTLY.

lean.ohio.12

Future State



	Current	Future
Process Steps	199	77
Decisions	56	19

Project Metrics

Measure	Result		
Customer Satisfaction	Went from 3.64 to 4.01.		
Exam Packet Size	Reduced from 200+ pages to no more than 50		
Measure	Before	After	Difference
<i>Process Steps</i>	199	77	61%
<i>Decision Points</i>	56	19	66%
<i>Loopbacks</i>	12	2	83%
<i>Delay</i>	34	9	74%
<i>Process Lead Time</i>	36-280	14-246	12-61%
	Days	Days	

Cost savings scorecard

Measure	Projected Savings Annually
Reduction in Exam "No Show"	10% reduction = \$35,475
Nurses Complete Combined Effects	\$44,370
Less Exams	10% reduction = \$497,250
Mailing Costs	10% reduction = \$4,576
Addendum Reduction	10% reduction = \$8,775
Total	\$590,446

Project Benefits - Intangible

Simpler

- Reduced loopbacks
- Redesigned application and forms
- Regional Settlement C92 Team will lead to specialization and better utilization of staff
- Right people doing right part of the process
- Reduction in no shows
- Less correspondence

Project Benefits - Intangible

Faster

- Injured Employees will receive payments faster
- Less burden on the Industrial Commission leading to faster decisions on other issues
- Faster scheduling
- Decrease processing of timeframes
- Less days for family support process

Project Benefits - Intangible

Better

- Better communication with injured workers
- Better/smaller packets to Disability Evaluation Panel (DEP)
- Fewer built-in delays
- Fewer wrong addresses
- Ability to settle up front to save time and money
- Reduce the number of hearings
- Improve customer satisfaction

Improvement summary

Current Key Issues

Delay in Processing Times and Compensation Payments

Exam Packets were overly complicated

Forms didn't capture what we needed, but did capture what we didn't need.

How We Improved

Developed a Designated C92 team in Cincinnati. Their current completion time is 40 days

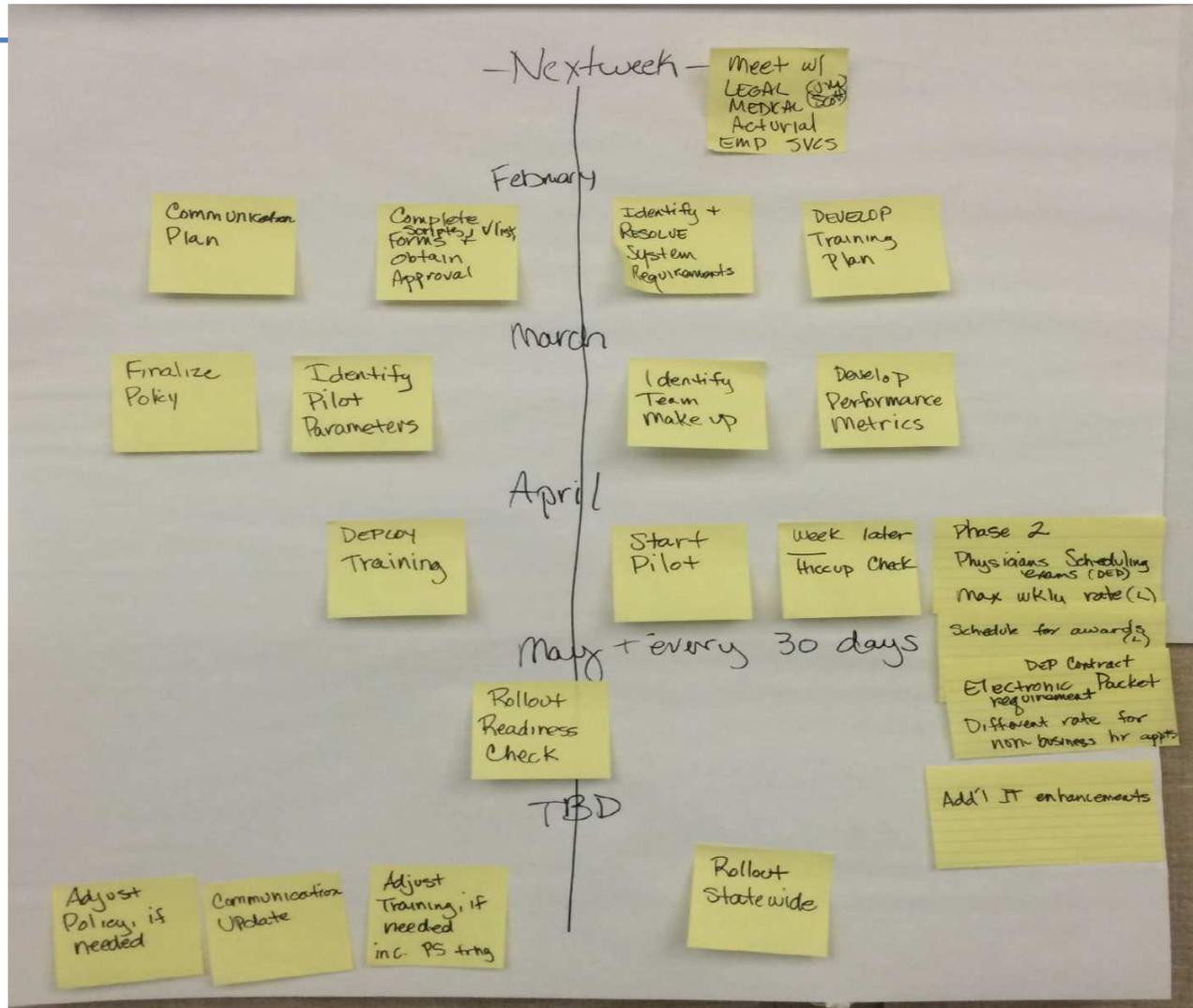
Eliminated waste, and cut packets to only what the providers needed. Over 50 pages requires approval

Poke Yoke all 5 forms and set them up to Pre Populate fields for the user.

Implementation Plan

Task	Who	When	Status
New Forms	Field Ops/Policy	April	Complete
Combined Effects	Field Ops/Policy/ Medical	May	Complete
C92 Team	Cincinnati SO	December	Ongoing
Exam Packet Guidelines	Field Ops/Policy	April	Complete

Implementation Plan



Implementation Plans

WHAT	WHO	WHEN
elm DEP's about Statewide Block Scheduling *specialty exception Weekends & evenings	Janece/DEP unit Deb K	2 weeks *Monday discussions beg.
Train Exam Scheduler to schedule on phone / reschedule at point of cancellation	Therese/SOMs	2 weeks
E-mail notice to DEP when provider cancels / no report rec'd	Therese/SOMs	2 weeks
Reminder/Robo call	Caren/IT	3 months
Discuss DEP provided reminder calls	Janece/DEP	2 weeks
No show audit	Janece/DEP	2 weeks
Procedures for documenting No shows	Therese	2 weeks
I.D. Packet contents	Training?	1 week
DEP avail. list on CORE ran daily	Mike K.	Monday

What	Who	When	Audience	Mode
1 Training of Reg Settlement team	Training	Pilot - 1 mo	Ken Brown's team	Classroom
2 Combined effects	Dr. Ananya		MSS/IMS	Classroom
3 RAW CSR	Dale		RAW CSR/IMS/Fraud Clerks/Info sup	e-mail → class
4 Scheduling	Training		DEP	e-mail
5 DEP avail	Janece		ES/MS/supv	e-mail
6 Employer/Reps Notice of redesign	Comm		employer/IW/IW red's	WEB e-mail/ letter
7 C253	Janece		DEP/	e-mail
8 % PPD exams report	DEP Janece		DEP	e-mail
9 EM resource update	Steve Dyer		ESS staff/ EMS	e-mail/ monthly vid con

As A Result

- Injured Worker Customers are receiving benefit awards 120 days sooner.
- Provider Customers have better information to evaluate an Injured Worker's condition.
- Internal Customers have better resources and forms to assist them with the process.

Special *thanks* to...

Senior Leadership:

- Sarah Morrison, Administrator/CEO
- Stephen Buehrer,
Former Administrator/CEO

Sponsor:

- Kevin Abrams, COO
- Dale Hamilton, Former COO

Lean Liaison:

- Mike Lucid

LeanOhio

- Denaë Kotheimer
- Meghan Altier